

***Exhuming EPCOT: Marketing the Tomorrow that Never Was***

**An Honors Thesis**

**by**

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## **Abstract**

In 1965, Walt Disney sent the nation into a tizzy when he announced his plans to erect a new entertainment enterprise on Central Florida cow pastures. However, what he had in mind was much more than just an East Coast Disneyland. In fact the centerpiece of his so-called "Florida Project" was not a theme park, but an Experimental Prototype City of Tomorrow (EPCOT). This model community of the future sought to literally reinvent the American city from the ground up, and would serve as a proving ground for the latest innovations in urban living. After Walt Disney died, his forlorn predecessors shelved EPCOT, and developed Walt Disney World into a massive complex of theme parks, resorts and recreational areas. *Exhuming EPCOT* is a hypothetical promotional campaign that proposes how the Walt Disney Company might market EPCOT's homes and residences to a contemporary audience, if the city were built today. Drawing inspiration from historical documents, scholarly studies, and real-world marketing research, this fictional campaign represents a feasible conception of how EPCOT might be presented to the public were it set to open in 2020.

## **Acknowledgments**

Special thanks goes to Dr. Carla Earhart for informing and facilitating the processes that made *Exhuming EPCOT* what it is.

Thank you to all *Exhuming EPCOT* interviewees for their passion and insight.

Thanks to Walt Disney, for daring to dream of better tomorrows.



## Process Analysis Statement

"You were born in the wrong era." "You're just an old soul." "You're way too young to know anything about that!" These are just a few of the cliché commentaries that people who know me use to express the overwhelming consensus: I am madly in love with the past. This ardent romance with yesteryear has defined me from my earliest childhood. While most children my age were buying bookstores out of *Harry Potter* and *The Hunger Games*, my nose could be found buried in Dickens, Dumas or a biography about some obscure historical figure. When they were bobbing to Bieber, I was swaying to Sammy Kaye. In the summer, when most were beelining to the beach, my ideal escape included a day at the museum or famous historical site... except when Walt Disney World was an option,

My love for the past has been synonymous with my passion for the Walt Disney Company. From films like *Davy Crockett, King of the Wild Frontier* to the Magic Kingdom's Main Street U.S.A., its many productions have sought to commemorate bygone days for the modern world's enjoyment. While as a child I proudly sported a coonskin cap and relished a ride on the Main Street Trolley, when I reached junior high school I discovered a new side of TWDC's past that has been something of an obsession ever since... its vision of the future.

One of the earliest of my many memories at Walt Disney World was my first visit to the Epcot theme park at age four. While I was admittedly more interested in the intellectual property-ridden Magic Kingdom, the park's picturesque landscaping and "funny-looking" buildings made it among the most beautiful places on earth. Despite my

love for the park, it was not until about eight years of age I stopped to really question, "What does Epcot mean?"

The answer came from a History Channel documentary. The special featured a clip from what I later learned was called the "Florida Film," in which a conspicuously ill, but irrepressibly enthusiastic Walt Disney introduced me to the real Experimental Prototype Community of Tomorrow. This was not the theme park I knew and loved, but a gleaming, fully functioning city that used the most advanced technologies of the day to reimagine city life and ultimately unite humanity in the quest for a better tomorrow. This five minute clip inspired years of amassing and reading practically every book and article on Walt's EPCOT. The more I read, the more I came to realize that the fantasy kingdom that hosted my childhood dreams would have likely been a great disappointment to the man whose name it bore.

When I learned about the Senior Honors Thesis my freshman year of college, I knew that whatever I did would pay tribute to what would have undoubtedly been Walt Disney's greatest innovation. After ruling out several grandiose ideas including a full-scale diorama or a documentary film, I began to think about the many reasons that the Walt Disney's successors cited for abandoning the idea of a City of Tomorrow. One of the most common and important questions was how the company would have convinced people to live there. My first love, history, proved to be the greatest adversary of my idea. The most recent plans for EPCOT were dated 1967, which suggested the city's potential completion by 1982. Since it was out of the question to try and retroactively market EPCOT to 1960s and 1970s America, I was left with only one choice: rewrite history.



This meant I had to review the Walt Disney Company's ventures from the time of Walt Disney's death to today. From the time Walt Disney died until 1971, the company's development of the Florida property continued as planned. Walt Disney World's Magic Kingdom theme park was planned as the first phase so it could generate revenue to fund the construction of EPCOT during phase two. After the park and its two resorts opened in 1971, the property remained undeveloped. In 1975, Disney's corporate leaders finally shelved the idea of EPCOT the city, and began to develop the concept of EPCOT Center, a theme park intended to represent the ideals behind Walt's original plan. Two years after the park's 1982 opening, the advent of a newer, younger team of executives ushered in a major overhaul of the company, diversifying its holdings, reinvigorating its cinematic productions and developing its theme parks into self-contained vacation destinations. During the mid-1990s, the company even tried its hand at community planning in the development of the town of Celebration, FL; however, its look and purpose differed immensely from EPCOT's. Since the 2005 accession of Robert Iger as the company's CEO, TWDC has focused largely on the acquisition of intellectual property and the global expansion of its theme parks.

*Exhuming EPCOT's* final product- the "Horizon 2020" campaign book- is based on the fictional premise that Walt Disney Productions halted its development of the Florida property after the opening of the Magic Kingdom and its resorts in 1971. In this alternate history, the Disney braintrust saw it in their best interest to put off the majorly expensive EPCOT in order to deal with the very real financial and creative crisis that ravaged the company in the 1970s and early 1980s. The revitalization of the studios and expansion of media networks to include the likes of ABC and ESPN still took place.

While the Walt Disney Company did not build more theme parks domestically or overseas, the creation and acquisition of intellectual property continued to inspire themed attractions at Disneyland and the Magic Kingdom. Additionally, Celebration was never constructed.

In this reality, the Walt Disney Company is still the most fiscally valuable entertainment company in the world as a result of its many, highly-valued media assets. As a result, it is well situated to proceed with the prolonged plans for Walt Disney's EPCOT. In 2000, The Walt Disney Company celebrated the new millennium by announcing plans to build the long anticipated City of Tomorrow in the coming decade. After five years of planning and after recruiting six Corporate Partners as investors, the company broke ground for EPCOT on the original site. The estimated opening is January 1, 2020.

The second major challenge this project posed was systemizing EPCOT's unique housing model. In order to maintain the city's mission to serve as an experimental testing ground, Walt emphasized that he wanted to keep its residents from owning any property within in the city. To do this, he proposed that people who live and work in EPCOT might do so for only nine months to one year before being cycled out. Still, there was no evidence that Walt or any other members of EPCOT's original team ever suggested an actual system to facilitate this model. In order to simplify and streamline the many marketing possibilities, I developed Innovative Living.

During my time at university, I participated in the Disney College Program twice. This program recruits students from around the world to work at Disneyland or Walt Disney World for anywhere between three months and a few weeks shy of a year. Many



participants in this program live in apartment complexes owned by the Walt Disney Company. Every week, a portion of their paycheck is automatically deducted to cover rent. This model seemed a natural fit for something as time-sensitive and labor-centric as EPCOT.

Innovative Living expanded upon the DCP recruitment system. Resident hopefuls file applications online, undergo an interview process and are ultimately selected based on their qualifications. However, unlike the DCP, Innovative Living is designed to accommodate more than just college students. The program consists of three options: the Family Track, Gap Track and EPCOT Sabbatical Track. The Family track is aimed at households that consist of two or more financially independent adults that may even be married and have children. Gap Track targets college seniors or recent graduates. Meanwhile, the EPCOT Sabbatical Track is strictly for Disney Cast Members and employees of EPCOT's Corporate Partners. Each of these tracks helps Innovative Living ensure it welcomes all members of society positioned to contribute to EPCOT economically and philosophically.

The project's final major challenge was ensuring that potential members of the community are assured of their safety. Living in an experimental city is like living in a laboratory. Practically every aspect of the city, from its mass transit to household appliances, is subject to change. EPCOT's residents consent to take part in this environment by living here; however, this does not mean that their individual rights and wills are not equally important as in other cities. In fact, they may be more so.

In order to portray EPCOT's value of its future citizens' lives, I developed a Code of Ethics. The code is basically a covenant that enumerates the city's promises to its



citizens. To construct this code, I digested the city's philosophy into four civic values: Community, Mobility, Industry and Technology. Each value is supported by a set of ethical provisos that explain how citizens are more-or-less protected from the potential perils of an experimental city.

After filling in the missing pieces to the original EPCOT plans, the project proceeded like a traditional marketing campaign. I created and disseminated a nationwide survey using social media to help the link spread organically. Eleven of these 524 survey participants volunteered and completed phone interviews. The research was used to develop target audience profiles as well as marketing goals and objectives. A large part of my time was spent developing the creative strategy and tactics to promote Innovative Living in a way that represented its future-forward nature. Finally, I crunched the numbers to develop evaluation metrics, a budget and media schedule.

The overall purpose of the campaign book is both creative and informative. It is written from the perspective of an internal Walt Disney Company marketing team responsible for promoting Innovative Living to recruit EPCOT's first cycle of residents. It is intended as an artifact of a hypothetical world, and thus does not break the fourth wall in acknowledging its real purpose as an academic exercise. One might even call it a fan fiction marketing campaign. However, the book does feature real primary and secondary research that support the initiatives the book proposes, making it a valuable resource to anyone interested in marketing utopias.

This book pays fitting tribute to my appreciation and respect for Walt Disney and his dream for a city that would better the world simply by existing. The project is the

culmination of over a decade of passion and obsessive interest in an idea that I feel strongly would have changed the trajectory of humankind had it been realized. Above all, I hope that my work will inspire the reader to dream dauntlessly and serve as a reminder that changing the future begins with a retrospect of yesterday's tomorrow.

**Honor's Thesis**

See "Horizon 2020" campaign book



Office of Research Integrity  
Institutional Review Board (IRB)  
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Phone: 765-285-5070

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DATE: December 18, 2017

TO: Jared Wells

FROM: Ball State University IRB

RE: IRB protocol # 1166117-1

TITLE: EPCOT: Marketing the Tomorrow that Never Was

SUBMISSION TYPE: New Project

ACTION: APPROVED

DECISION DATE: December 18, 2017

REVIEW TYPE: **EXEMPT**

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The Institutional Review Board reviewed your protocol on December 18, 2017 and has determined the procedures you have proposed are appropriate for exemption under the federal regulations. As such, there will be no further review of your protocol, and you are cleared to proceed with the procedures outlined in your protocol. As an exempt study, there is no requirement for continuing review. Your protocol will remain on file with the IRB as a matter of record.

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##### 1. Participant Signature Required on Informed Consent (Audio Recordings)

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Institutional Review Board

Christopher Mangelli, JD, MS, MEd, CIP/  
Director  
Office of Research Integrity



# HORIZON 2020™









# 1 ACKNOWLEDGEMENTS

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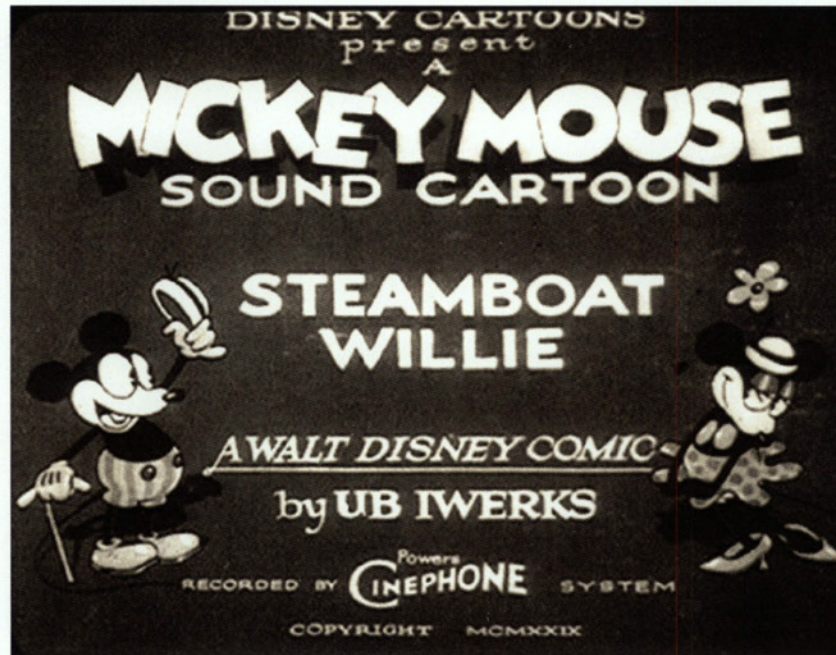
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# EXECUTIVE SUMMARY



A temperate autumn day in November 1928 found a mustachioed Walt Disney packed into a crowded Manhattan movie house. Nervously, he shifted in the velvet seat as patrons continued to pour in. The picture was "Gang War," just another shoot-'em-up B movie the critics would berate in their gossip columns. However, what the audience was really there to see was truly something special.

Silence fell over the room when the audience heard the magical click of the take-up reel. On the screen appears a flickering title card that reads in fastidious lettering "Disney Cartoons presents a Mickey Mouse Sound Cartoon." For the next seven minutes the theater echoed with a euphony of bellowing laughter as "Steamboat Willie," cinema's first major animated talkie, delights a captivated audience. From this moment forward, the public would look to the Walt Disney Studios for something that had never been done before. Innovation after innovation, Walt and his storytelling sorcerers faced great odds to veritably write the book on everything from animated filmmaking to theme parks.

History once again finds the Walt Disney Company on the precipice of an innovation the likes of which the world has never seen... the realization of its founder's last great dream, the Experimental Prototype City of Tomorrow. It now faces the daunting, but exciting challenge to convey to the public their invaluable role in fueling the true potential of this vital, new community. No company has ever attempted anything as large-scale and complex as EPCOT, so it is again up to the Walt Disney Company to write the book. However, this book's story might not go exactly as you think...





Walt Disney on the set of the "Florida Film" in 1966.



# MAN HAS A DREAM

History will tell you that Walt Disney, father of Mickey Mouse, king of fantasy and our company's founder, died on December 16, 1966. This is a great fallacy. While persisting rumors may suggest that America's favorite uncle remains in cryogenic suspension, Walt achieved an immortality far greater than even science will ever be able to afford. The stories told through Disney films, television programs and theme parks are the language and lifeblood of the elusive American Dream, fueling the passions of generations to apply the lessons of make-believe to reality. In 1959, Walt perhaps unknowingly committed the rest of his life to doing just that.

By the late 1950s, Walt's interests had moved far beyond animation, Disneyland and the projects for which the Walt Disney Company is best known today. The adventuresome spirit that some 30 years ago had carried him westward on the rails from Kansas City to Hollywood now turned his visionary gaze to the eastern horizon, where the dazzling sunrise heralded the dawn of a better tomorrow.

Walt was a product of the atomic age, when American industry was fixated on curing the ills and inconveniences of yesterday with the explosion of new, futuristic technologies. The Studio's projects during the 1950s and 1960s reflect its leader's obsession with things to come. The weekly "Disneyland" television show made detailed and prophetic predictions about the highways of the future, nuclear energy and even man's first mission to moon over a decade before the Apollo 11 landing. The Tomorrowland area of Disneyland served as showcase of the transit systems, recreational activities and domestic life of the coming decades. The studio even published books like "Our Friend the Atom" to present latest scientific discoveries of the day to the average person through an accessible, whimsical narrative.

Of course, Walt's sense of the future was always grounded in a nostalgia for the turn-of-the-century idyll of his Midwestern youth. Spending most of his childhood in Missouri, he learned the working-class values of Middle America that instilled in him an appreciation for hard work, nature and the human condition. Perhaps the most enduring lesson of his childhood, was the importance of community. He would later recall of his early years in the rural whistlestop of Marceline, Missouri that "everything was done in a community help." This communal ethic would drive the innovative design of his Burbank studio in 1939, whose walkable environment facilitates the flow of human traffic and enables the unity of the staff at every level of the production pipeline. Disneyland's hub-and-spoke layout would even garner praise from the urban planning community for its ability to bring people together. Famous Mid-Century Architect James Rouse once said of Disneyland:

*"I find more to learn in the standards that have been set and in the goals that have been achieved in the development of Disneyland than in any other piece of physical development in the country."*

In any version of Walt's ideal past, present or future, transportation took the center stage. Since his earliest childhood memories, Walt had a love for steam locomotives and railroading, and would become an insatiable model railroader in his middle age. On a trip to Europe in 1957, Walt saw the latest generation of rail-travel, the Alweg Monorail. Two years later, Disneyland would boast the Western Hemisphere's first "highway in the sky." When Walt Disney Productions was solicited to build attractions for the 1964 New York World's Fair, Walt and his team of Imagineers designed what would become the WEDway PeopleMover, a brand-new mode of emission-free conveyance.

In 1959, Walt set foot on Florida soil to meet with mogul John MacArthur, who asked him to participate in a project to build a "city of the future" in the Sunshine State. While the project fell through, Walt was never one to let a good idea die. By 1964, the company was in the process of purchasing major tracts in the Central Florida counties of Osceola and Orange. Through a series of clandestine transactions involving key members of the Disney legal team, the company would acquire 27,443 acres of property by the following year.

Walt Disney Productions had met difficulty in penetrating the east coast market since the 1930s. Both geographically and philosophically removed from Disneyland, the New York World's Fair provided "sophisticated" east coasters with a point of entry to Disney attractions. The success of the Disney pavilions made the next natural step an East Coast Disneyland; but Walt never liked to repeat himself. A 1965 news conference with Walt, Roy Disney and Florida Governor Haydon Burns provided the first public glimpse into Disney World. This would be far more than just a "Disneyland East." It would be a "living blueprint" of a better world, dedicated to reinventing the American seat of poverty, pollution, prejudice and overpopulation. After 40 years of building worlds on celluloid and in the controlled confines of a theme park, Walt's Florida Project would seek to make one humankind's most elusive fantasies a reality- the ideal city. Now, nearly 60 years after our founder first deigned to dream about building an Experimental Prototype Community of Tomorrow, the Walt Disney Company will realize recent history's most ambitious dream to date.

On January 1, 2020, EPCOT will welcome its first 20,000 residents, who will change the world as a part of EPCOT's Innovative Living.



# 5 EPCOT: AN OVERVIEW



When EPCOT opens to the world in 2020, it will look virtually identical to the community Walt Disney described in "The EPCOT Film" in 1966. EPCOT is situated on 1,100 acres in the center of the Northern half of the Walt Disney World Resort's 43 square miles in the municipality of Bay Lake, just Southeast of the Magic Kingdom park. To the South of EPCOT is an Industrial Park that will host the Research & Development facilities for progressive companies including Apple, Tesla, Google, Amazon and more. The EPCOT Entrance Complex southwest of the Industrial Park will welcome Walt Disney World's visitors arriving by monorail from the Disney World Jetport (DWJ) or by car via Interstate 4 or the Florida Turnpike that intersect near the property's ingress. Motorists will park their cars at the Entrance Complex and transfer to a Monorail to enter the property's interior. Walt Disney World is bordered by Reedy Creek Swamp to the Northeast and Bonnet Creek Swamp to the Southwest.

EPCOT is located in Orange County, 12 miles

south of the city of Orlando, Florida, and is under the legal governance of the Reedy Creek Improvement District. Chartered by Walt Disney Productions in 1967, the RCID possesses governmental powers including but not limited to the authority to condemn private property, fine citizens for non-compliance, manage infrastructure, levy taxes and issue bonds. It also oversees fire protection, construction, airport operation, pest control, drainage/water management, public safety supervision and the right to provide public transit. Additionally, RCID's charter guarantees the district from eminent domain.

EPCOT's 50-acre Center City will be the activity hub of the Walt Disney World property. Enclosed under a climate-controlled glass dome, EPCOT's citizens and guests will be able to enjoy a diverse array of shopping, dining, recreation and entertainment sheltered from Florida's humidity, torrential thunderstorms and seasonal frost while still enjoying the Sunshine State's natural lighting. Center City will be anchored by the Cosmopolitan





Rendering of EPCOT (without domed Center City)

Hotel, a 30-story, 600 room luxury hotel and convention center boasting state-of-the art suites, world-class restaurants and a seven-acre recreation deck where a tranquil waterfall flows into a pristine pool surrounded by lush foliage. Just outside the Cosmopolitan, the Town Center Entertainment District will host a variety of vital, cultural amusements including Circle Vision movie complexes, theaters for live performance and world-class theme park style attractions. However, the piece-de-resistance of EPCOT's entertainment district will be the internationally themed shopping districts. These multicultural streets offering authentic architecture, merchandise, cuisine and entertainment from nations across the world will bring a rich diversity to EPCOT's urban life. Some EPCOT residents will live in a ring of high-tech, 2-6 story apartment buildings encircling Center City. Most areas of EPCOT, including all of Center City will be closed off to automobile traffic, ensuring an accident-free environment for the city's teeming pedestrian areas.

In fact, almost all automobile and truck traffic will be restricted to subterranean highways, out of the sight of pedestrians. There will be no need for cars in EPCOT, as the city's welcoming, walkable design will allow residents and visitors to travel anywhere in the city by foot or electric cart in a matter of minutes. In order to ensure optimal environmental quality, only non-emissions electric vehicles will be allowed within Center City. Most EPCOT guests and residents will arrive via the high-speed, low-noise Monorail line that runs the entire length of the city. Disembarking at the city's multi-tier Transportation Lobby underneath the Cosmopolitan Hotel, travelers can either take the escalators up to Center City's pedestrian areas or hop on board the WEDway PeopleMover. In the comfort and solitude of their very own, enclosed WEDway car, parties will take a scenic trip with stops at the Entertainment District, apartment dwellings, and outside the dome at EPCOT's Greenbelt and the outer-rim neighborhoods.

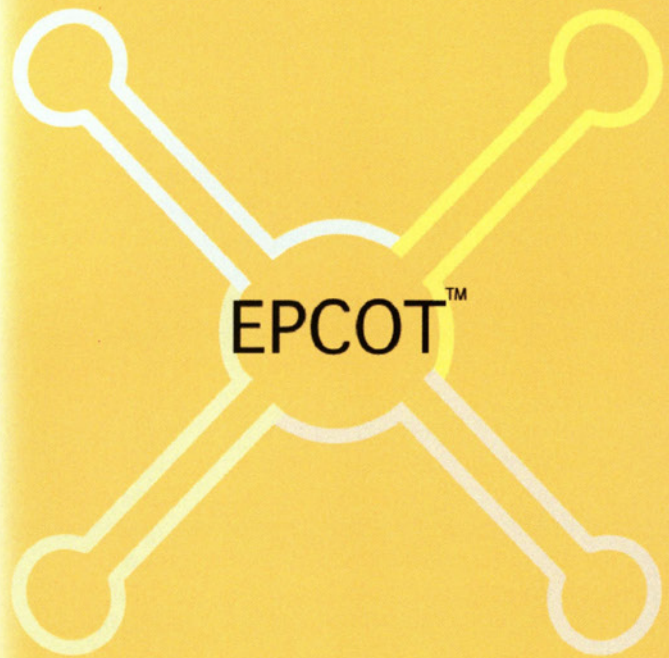


Outside the bustle of Center City, the Greenbelt surrounding EPCOT's imposing dome is home to many of the city's key community institutions. Strewn across meticulously landscaped lawns and parks are indoor/outdoor recreation complexes, golf courses, baseball diamonds, picnic areas, places of worship and themed children's play areas designed by Walt Disney Imagineers. EPCOT's residents stroll leisurely along the many walkways that take them to a 20-acre neighborhood park, only a short distance from their homes. The Greenbelt is also where EPCOT's children attend the Schools of Tomorrow, where students and teachers partake in a progressive educational program that uses the tried and true methods of narrative entertainment to achieve educational goals. Each WEDway line in EPCOT would allow passengers to debark at Greenbelt Stations.

Twenty communities of single family homes will radiate away from EPCOT's Center City, across the greenbelt and towards the property's rural borders. Homes in these low-density cul-du-sacs are located only steps away from a PeopleMover station in the center neighborhood. Many EPCOT residents use its efficient public transit system for their daily commute to work. While some of the families here may own automobiles, they will use them primarily for weekend trips into the greater Central Florida area or to commute to jobs at the Industrial Park. Traffic circles and roads on the edge of these neighborhoods prevent automobiles from disrupting the neighborhood's interior pedestrian environment. EPCOT motorists enjoy access to an exclusive ground level road way that runs around the Center City's domed perimeter and connects with a roadway directly underneath the monorail track.

Residents here will likely own small electric carts or Segways to travel short distances to the WEDway station or neighborhood grocer. While the homes will house individual families, yard space will be minimal, and most of the land will be for the shared enjoyment of the community. The center of the neighborhood features an open green lawn with playgrounds and recreation spaces, and is encircled by a path for walkers, cyclists and small electric vehicles. Every home's front door opens up into this common area.

EPCOT's residences reflect the latest, experimental designs in domestic architecture. Inside, the homes are equipped with latest in-home technology including mobile-controlled smart appliances, advanced climate control, a closed-circuit television system and many other cutting-edge amenities. All homes and business will be linked to city AVAC (automated vacuum collection) system, that uses a network of pneumatic tubes to deliver garbage directly from the home to a central collection site.



## OUR LOGO

EPCOT's "propeller" logo embodies the city's foundational philosophy and mission. The colors of the propeller represent EPCOT's four civic values.

Blue represents Technology and the "sky's the limit" mentality that fuels EPCOT's innovative spirit. Green represents Industry and the fertile social and economic possibilities that await discovery by the city's major movers and shakers. Gray represents Mobility and the city's sophisticated transportation design that helps its citizens get around. Yellow represents Community and the city's purpose of bringing people together.

These four blades converge to create a perpetually-turning propeller that moves the city and the world forward into new frontiers. It elevates them skyward towards the firmament of new discoveries and brighter tomorrows.

This logo will be featured on much of EPCOT's promotional collateral including informational handouts, commercials and digital advertisements. In the city, it will adorn street signs and the sides of our monorails or PeopleMovers.

In order to preserve the distinct identity of EPCOT's logo, future promotional campaigns for Innovative Living will avoid using a noticeably similar color palette.



# TERMS OF RESIDENCY

In its initial stages of development, EPCOT will be home to 20,000 individuals. Residential land will occupy roughly 1,045 acres of the city proper. The gross population density will be 18.2 persons per acre with an overall density of 6.6 residences per residential acre. Residents will live in EPCOT for only 9 months to a year and will only be allowed to lease property. Single family home property values will range from \$62,660 to \$391,629. The cost of rent will be levied in proportion to the property values. Additionally, the RCID holds the right to assess advalorem, maintenance, utility and drainage taxes. Each of EPCOT's low-density neighborhoods and high-density apartment buildings contain dwellings whose assessed values are consistent with one another. The city will promote fair housing practices and foster the integration and community of diverse cultural, racial, religious and economic groups.

EPCOT is not a retirement community. The economic participation of its citizens is essential to its goal to avoid the development of slums and maintain the city's purpose as a model community of the future. All residents of EPCOT must work for either the city, its businesses, the RCID, the Magic Kingdom park, Walt Disney World lodging or recreational facilities, the Disney World Jetport or a corporate participant in the Industrial Park in order to maintain housing tenure.

EPCOT citizens will not participate in local government in the traditional sense. Since residents will not own property, they must abide by the zoning, building, subdivision and sanitation codes of the Reedy Creek Improvement District. Section 4.1 of the district's charter establishes a 5-person Board of Supervisors as the governing body. Board Supervisors serve staggered 4-year terms and must be landowners. Since the Walt Disney

Company is the sole landowner in RCID, it exerts total control over candidate nomination and election. While EPCOT residents will live on the property long enough to claim Florida residency, the length of housing tenure agreements will invalidate their candidacy for public office in Orange County, unless they hold prior residency status or intend to remain in the county after their housing term expires. EPCOT participants will have the ability to effect policy change by participating in focus groups and interviews about the efficacy of aspects ranging from domestic technologies to issues of civic culture. As a prototype community, the success of EPCOT depends on the feedback and recommendations of its residents to inform change and improvement.

Minors living in EPCOT must attend the city's Schools of Tomorrow. Students and teachers here will participate in feedback channels regarding the curricula and pedagogical innovations in place there. Teenagers of EPCOT will have the unique opportunity to participate in peer forums about the teen's role in contributing to the world of tomorrow.

As employees of the Walt Disney World property, EPCOT residents receive complimentary admission to the Magic Kingdom Park and discounts on tickets, merchandise, hotel rooms, recreational opportunities and dining experiences. Blackout dates and exemptions for these amenities will apply.

Above all, the most important aspect of EPCOT living is a sense of dedication to better tomorrows. Citizens will actively shape the future of humankind through their experiences living here. Regardless of age or background, EPCOT residents will be dedicated to the philosophy of innovation that will make the city a lighthouse to urban centers everywhere.



Street view of EPCOT's International Shopping District.



# MISSION STATEMENT

EPCOT will enrich the global community by serving as a living blueprint for cities of the future. Its innovative spirit of community, technology and transportation will stimulate individuals and industry to develop new solutions that meet the needs of people today and the coming generations in this Experimental Prototype Community of Tomorrow.

## CODE OF ETHICS

EPCOT's four civic values- Community, Technology, Mobility and Industry- guide the city's ethical covenant with its participants in order to ensure harmony among all its many elements and inhabitants.

### COMMUNITY ETHICS PROVISOS

EPCOT's mission hinges on the successful creation of community. More than any of the Walt Disney Company's previous undertakings, this project intends to unite persons and families of all backgrounds, faiths and sociocultural origins in the pursuit of a new and better future. All participants in this Experimental Prototype Community of Tomorrow do more than coexist. They collaborate in the exploration and contemplation of the structures and systems that will one day power the cities of the world. EPCOT's Community Ethics Provisos enumerate the city's ethical responsibility to facilitate community in places of life, learning, leisure and work.

I. EPCOT will remain true to its foundational ideals. It will exist for the betterment of the lives of those who live here and humanity as a whole. Never will the desire for profit, capital gain or political influence supersede the city's cornerstone values as expressed in its mission. The quality of individual lives and the interactions among peoples will always be the top consideration of EPCOT's leadership and industrial participants.

II. EPCOT, the Walt Disney Company, and its Corporate Partners will exercise equal and unbiased practices in the recruitment citizens for residence, employment, educational and community participation leadership opportunities, without regard for race, marital status, socioeconomic status, religion, mental or physical disability, gender, education, national origin, familial status, sexual orientation or other myopic dimension of classification. EPCOT recognizes such bigotry as the very enemy of progress, and reserves the right to expatriate individuals, employees, organizations or businesses that exercise prejudicial behaviors on the basis of a breach of community contract.

III. EPCOT will foster community through the creation and maintenance of public spaces such as parks, schools, neighborhood commons, entertainment districts, sporting complexes and transportation concourses that encourage interpersonal interactions. The city will constantly monitor the safety, functional and aesthetic dimensions its public spaces, never allowing them to fall into disrepair. Neither shall the city implement walls, gates or other divisive structures that destroy or disrupt an area's commonality. EPCOT will provide channels of community feedback and expediently respond to and rectify community grievances of unsatisfactory public places.

IV. EPCOT will dispel of the antiquated practice of districting. Since the city is not governed by local office, there will be no need to district for the purpose of elections. Instead, EPCOT will foster community through the equal responsibility and unified passions of its citizens, regardless of where in the city they live. In the assignment of housing, EPCOT will not lump groups of citizens together based on empty categorical similarities such as race, cultural origin, socioeconomic background, religion or sexual orientation. It will ensure the diversity of the community and prevent the accrual of disproportionate influence in any one area by assigning housing based only on the monetary and space-related needs of applicants.

V. EPCOT will provide the opportunity for participation in civic matters through the establishment of community boards. Each neighborhood/apartment community will be permitted to come together to form committees that represent important resident issues to the Reedy Creek Improvement District's Board of Supervisors. In order to be recognized, community boards must be comprised of a representative number of residents based on the population density of their sector of origin. No singular person may preside over these community boards. They must be inclusive of all members who desire to participate.



## TECHNOLOGY ETHICS PROVISOS

EPCOT seeks to benefit and inspire global society through the development and modeling of technologies that maximize the safety, security and convenience of individual people. Those who live and work in EPCOT recognize the vitality of innovation to the betterment of the human condition, and value their role in determining the potential value and utility of the latest developments in daily life. This responsibility is unique to citizens of EPCOT as members of a living laboratory community. EPCOT's Technology Ethics Provisos lay out the city's ethical promises to EPCOT's citizens in the regulation of the technologies developed here.

I. EPCOT and its Corporate Partners will not allow the market testing of any in-home technology that has not been confirmed as safe for consumers. Since the citizens live in agreement to allow the installation of new, untested technologies in their homes, it is the city's responsibility to ensure all appliances, devices and systems respect their safety and well-being. Prior to implementation, all technologies must receive approval from the United States Consumer Products Safety Commission. EPCOT will provide citizens selected to participate in the market testing of an in-home device with documentation of its CPSC approval. If a member of the household still feels the technology unsafe, they may opt out of the test market. Also, if at any point after the installation a member of the household feels that the product is unsafe, he or she may demand the removal of the technology prior to the completion of market testing.

II. EPCOT and its Corporate Partners will confirm the safety of any technology intended for public areas before implementation. The varieties and potential application of the innovations developed by the Walt Disney Company or any of EPCOT's Corporate Sponsors is impossible to predict. However, the city guarantees that no such technology will be implemented even on a small scale before its safety is confirmed by both the city's rigorous standards and those of any important trade or government organization. While EPCOT will not consult its citizens about the installation of an approved technology prior to, it will disseminate documentation of its approval to notify them of its safety. Citizens will participate in focus groups about the functionality and success of these new technologies. Those who notice potential safety hazards with public technologies may report it to the appropriate administrative department. If a legitimate safety concern is raised, the city will cease use of the technology and seek out its repair or removal. In the case a resident is harmed as result of a technology's failure or malfunction, the party responsible for the technology (EPCOT, TWDC or its Corporate Partners) may be held financially liable.

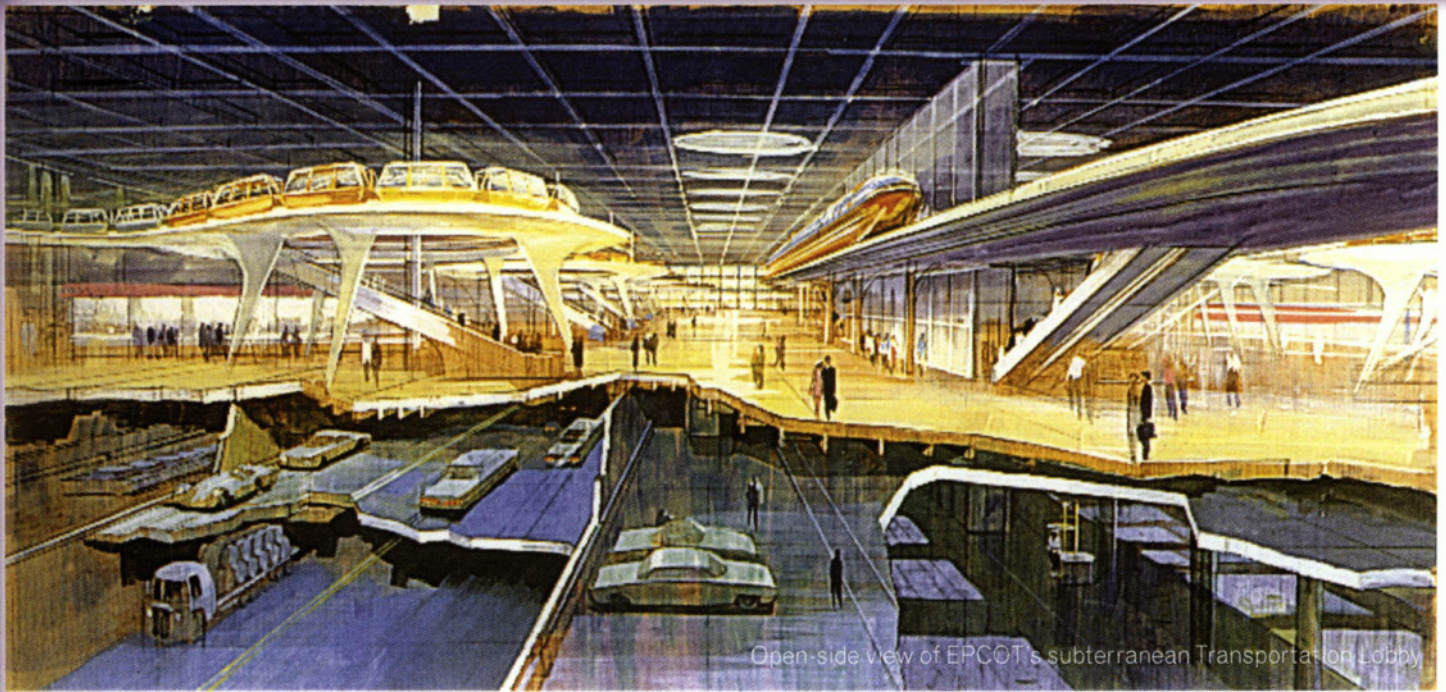
III. EPCOT and its Corporate Partners will not permit

the testing or implementation of technologies that violate citizens' right to privacy or their personal property. EPCOT realizes that its citizens already surrender privacy expectations they might have held prior to living here in the interest of innovation. Since residents may only rent properties here, it is the city's responsibility to protect them against technologies that infringe upon individual senses of security and privacy. EPCOT prohibits the implementation of in-home technology whose sole purpose is behavioral observation. However, it is possible that certain technologies that possess these capabilities in addition to other benefits may be installed. In such cases, EPCOT will notify those selected for market testing that the technology has video and audio recorders or other behavioral monitoring capabilities that can be accessed remotely by third-party. It will also provide a guarantee from the city and corporate sponsor (if relevant) that these systems will not be used to monitor private goings-on irrelevant to the stated purpose of the product. In such cases, participants may consent or decline to have the technology installed. Should any member of the household suspect their privacy has been violated, they may demand the immediate removal of the technology.

The same regulations for behavioral monitoring functions of in-home technologies apply to public technologies. EPCOT will inform citizens of the installation of technologies with such capabilities and provide legal guarantees for their ethical usage. Members of the public who feel these technologies have violated their privacy or caused damages must provide evidence of such to the appropriate city department. If reasonable proof is shown, the city will immediately alter or remove the technology accordingly. Additionally, EPCOT may only implement technologies that affect or involve properties that the city owns, which includes all structures and their utilities, public transportation systems and common areas. Neither the city nor its Corporate Partners may officially request the testing or installation of technologies that involve a person's private property. For example, a company could not request the test of a new engine for an individual's private automobile. This provision protects the private property of EPCOT's citizens from damage and keeps the city and its partners on course to achieving its broader goals.

IV. EPCOT and its Corporate Partners will not penalize citizens or employees for the failure of a technology. Since the city was created as a testing ground, it is expected that some innovations will prove unsuccessful. In keeping with the city's desire to nurture a spirit of trial-and-error, it is a policy that in the case of a technology's failure, involved parties may not be terminated from their place of work, evicted from their home or remanded in any manner, so long as the responsible parties followed the applicable guidelines, approval processes and rules in their testing.





Open-side view of EPCOT's subterranean Transportation Lobby

### MOBILITY ETHICS PROVISOS

EPCOT encapsulates the idea of a "city on the go." Its existence is firmly grounded in the development and introduction of accessible, efficient and environmentally friendly methods of urban transit that alleviate automobile traffic and resulting pollution. However, the pedestrian is king in EPCOT, and the city is above all committed to maintaining convenient, appealing walkable areas that promote foot traffic. EPCOT's Mobility Ethics Provisos expound upon the city's responsibilities to its citizens in the exploration and experimentation in new forms of transportation.

I. EPCOT will faithfully protect the priority of pedestrian safety and convenience. Since one of the city's primary goals is to maintain a walkable environment, it shoulders the responsibility to routinely inspect the quality of walkways, ensuring they are safe, clean and clear of obstruction and immaculately maintained. More importantly, the city will ensure pedestrian areas are separate from those dedicated to automobile travel and urban transit in future construction projects, eliminating potential safety hazards and liberating citizens' ambulatory rights. The city will also provide comprehensive feedback systems so that citizens may report concerns or suggest changes to improve these walkable areas.

II. EPCOT assumes full responsibility for the safety of its two mass transit systems: the monorail and WEDway. Both of these technologies have been implemented on smaller scales in Disney parks and have been proven safe methods of transit. While the models of these systems in use at EPCOT are more sophisticated and serve more practical functions than their predecessors, EPCOT and the Walt Disney Company guarantee their safety. These parties acknowledge their responsibility to maintain the safety and functionality of its transportation systems by

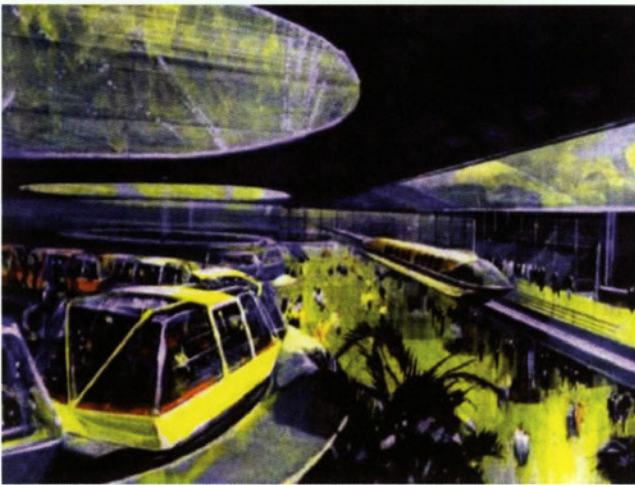
running regular, thorough diagnostics and service checks. Additionally, EPCOT is responsible for providing clear and visible safety signage at embarkation/debarkation points as well as other locations along the transportation routes. The city will also maintain secure safety barriers at its transportation lobbies to prevent passengers from entering transit routes or vehicle maintenance zones that threaten their own or other passengers' safety. EPCOT will ensure its transportation cast members are well versed in the safety protocol of their specific areas in order to ensure the well-being of travelers.

III. EPCOT will not penalize its citizens and employees for the failure of its mass transit systems. Since the city has actively discouraged the daily use of automobiles by restricting their use to out-of-the-way roadways, many of its citizens will rely solely on EPCOT's mass transit systems for their daily commutes. Should any of these systems fail, causing an individual to arrive late to work or school, institutions may not reprimand them or dock their pay. Since those who live in EPCOT are required to work here, it is the city's obligation to ensure individuals are ferried to and from their daily commitments expediently. Any failure to do so as a result of technical or mechanical failures of mass transit systems is the fault of the city. Businesses and schools may confirm an individual's alibi by calling the Department of Transportation, which maintains up-to-the-minute records of the failures of its mass transit systems. However, citizens are not exempt from penalty if they fail to allot travel time that accounts for the limitations of EPCOT's transit systems.

IV. EPCOT will provide quick service turnaround for failures of its mass transit systems. When in transit, both the monorail and WEDway travel on elevated tracks so as not to disrupt the pedestrian activity below. Thus, the technical and mechanical failure of these systems



would leave its passengers essentially stranded without a way to safely disembark. EPCOT is responsible for the dispatch of emergency vehicles to any point along a given route with the capability to safely evacuate passengers within ten minutes of the incident. The Department of Transportation is instantly notified of a mechanical failure of one of its vehicles. In order to ensure the safety, security and convenience of our citizens, it is EPCOT's responsibility to expeditiously provide extraction from malfunctioning vehicles. Upon removal, city vehicles will deliver passengers to the nearest transit station so they may board a functional vehicle. In the case of emergency, all WEDway and monorail cars are equipped with an emergency button that, when activated, stops the train. Activation immediately notifies The Department of Transportation and calls city emergency vehicles to the scene within ten minutes. Failure of emergency vehicles to respond in this time frame may entitle the endangered passengers to compensation.



Boarding-level view of EPCOT's Transportation Lobby

#### INDUSTRY ETHICS PROVISOS

EPCOT will always present an economically and philosophically welcoming environment for Corporate Partners who seek to participate in its experimental community. Still, the city owes its residents the promise to act as a fair mediator of their relationship with these Corporate Partners, understanding that each contribute to EPCOT's success in their own equally important ways. EPCOT's Industry Ethics Provisos explain the specific duties the city carries in ensuring the mutual benefit of citizens and companies.

I. EPCOT will not permit its Corporate Partners to impinge on citizens' expectations for safety and privacy through the introduction of a product/service or the unjust enforcement of workplace regulations. As stated in Section II Part 2 of EPCOT's Code of Ethics, corporations must obtain city and government approval before introduction of products into citizens' homes. Section II Part 3 provides regulations on the testing and implementation of technologies with behavioral monitoring capabilities that violate household privacy rights. Corporate Partners are required to gain approval

from EPCOT's leadership to legitimately market test any of the technologies they develop for homes or public areas. Another unique aspect of EPCOT is that its citizens essentially live in their place of work. Many of the city's residents will or already have found employment with EPCOT's Corporate Partners. Despite the undeniable interconnectedness of work and home in EPCOT, the city and its Corporate Partners acknowledge that they have no authority to enforce workplace standards in individual homes or in public places when a person is not on the clock or acting in an official capacity. Citizens are entitled to lead private lives separate from and unaffected by their specific place of work. Businesses, organizations or corporations that attempt to unduly influence the private lives of their employees will be punished accordingly.

II. EPCOT assures its citizens of their right to decline participation in market testing of products/services without fear of negative repercussions from the city's Corporate Partners. Residents of EPCOT are recruited, partially, based on their receptiveness to testing new technologies in their home. However, households selected to test a technology that makes any of its members feel unsafe or uncomfortable may respectfully opt out without penalty from the city or the originator. Corporate Partners are given no authority in compelling members of the community or even its own employees, to test technologies against their will. The city will protect citizens from such cases by overseeing and documenting the test market selection and installment process. No Corporate Process may take it upon themselves to bypass EPCOT's city leadership in installing new technologies.

III. EPCOT prohibits citizens from the gifting or receiving monetary incentives or gifts for their participation in market testing, focus groups or other feedback channels. When residents sign their leases and contracts agreeing to live and work at EPCOT, they accept participation market testing and consumer input structures as their civic responsibility, not an income-generating pursuit. EPCOT's citizens are provided gainful employment with the city, the Walt Disney Company or its Corporate Partners. Additionally, EPCOT citizens may not incentivize Corporate Partners to select them for participation in business-to-consumer opportunities.

Households are selected as viable test subjects based on their location, composition and demographics. From this narrowed pool, subjects are selected at random. Households are not notified of their enrollment in the selection process until after they have been chosen. In order to ensure the parity of this system, Corporate Partners may not volunteer prospective candidates. For the same reasons, neither individuals nor families may volunteer their homes for consideration for a specific test product. City leadership will regulate and monitor the household selection process in order to ensure citizens and its Corporate Partners are protected against the violation of this provision.



# INNOVATIVE LIVING™

In June 2018, the Walt Disney Company will launch EPCOT's Innovative Living program. This one-of-a-kind residency experience will recruit families of all sizes and origins to comprise EPCOT's first 20,000-person citizenry in 2020.

Every family's story begins at InnovativeLiving.com. A series of cinematic videos introduce prospective residents to EPCOT's History, Philosophy and Reality. Then, the residents of tomorrow will move onto the resident application process. Another series of videos introduce the Innovative Living's three tracks of residency: The Family Track, The Gap Track and The EPCOT Sabbatical Track. Applicants may submit only one application per recruitment season.

## THE FAMILY TRACK™

This option is designed for households that are married couples, cohabiting partners and/or with children. Qualified families who apply for this track enter into a lottery to live in EPCOT's single-family homes or a family-sized apartment in Center City. Applicants may choose which option they prefer. Families will be assigned housing based on their housing preference, current household income, size, transportation preference and the number and age of minors living with them. Families that are exceptionally qualified because of their career or educational credentials may be allowed to bypass lottery selection. Selected families will live in EPCOT for 9 months to a year. Family Track applicants will pay a \$500 application fee per adult aged member of the household. Families with school-age children will be required to live in EPCOT for the duration of one complete school year. Children will be able to enter whatever grade they would have at their home school. EPCOT school's do not provide bussing. Children living in the low-density neighborhoods will be within walking distance of the school. Those in the Center City will take a short ride on the PeopleMover to the Greenbelt and disembark for school there. The application requires a copy of every school-age child's scholastic record.

Any family member over the age of 18 must apply for a job with EPCOT, Walt Disney World, RCID or a Corporate Partner, unless they are still enrolled in school or have a medical condition that prevents them from doing so. The residency application process will include a section where adult applicants can view and apply for open positions. In order to be considered, applicants must provide proof of work authorization in the United States. The Walt

Disney Company and its corporate partners are Equal Opportunity Employers. Employment qualifications will be considered in selection for the EPCOT housing lottery. Households with members on paid corporate/institutional sabbatical or who will remain on a non-EPCOT employer's payroll during their time at EPCOT must provide proof of employer's consent to be considered.

## GAP TRACK™

This EPCOT residency experience is designed for single persons without minors interested in dedicating a full year of their life to Innovative Living. Individuals who choose this track are likely college students recent graduates or unmarried professionals seeking personally enriching and résumé building opportunities. Because homes in EPCOT's outer rim neighborhoods are designed for households larger than one person, the Gap Track applicants are entered into a lottery to live in EPCOT's high-density apartment communities in Center City. Prospective residents may opt to live independently or with a randomly assigned roommate(s). Housing decisions will be based on current household income and occupancy preference. Since Gap Track applicants are likely to be on more restrictive incomes, they pay only a \$250 application fee.

College students and recent graduates who choose the Gap Track have the opportunity to participate in the Progress City Apprenticeship Program. This immersive educational experience gives participants the chance to work and learn a variety of skills across EPCOT's and Disney World's multiple industries. Every three months, Progress City Apprentices will get the chance to move to a different role in Disney World's four divisions of employment: Disney World Jetport, the Industrial Park, RCID/EPCOT City Proper and Theme Park, Recreation and Guest Services. This program includes one-three-month role with one of EPCOT's Corporate Sponsors. Roles will be assigned based on a candidate's educational and career background and interests. Gap Track applicants may opt to apply for traditional employment opportunities with EPCOT, Walt Disney World, RCID or a Corporate Partner during the residency application process.

In order to be considered, applicants must be United States citizens who can provide proof of work authorization and will not require visa sponsorship during their employment. The Walt Disney Company and its Corporate Partners are Equal Opportunity Employers. Employment qualifications will be considered in selection for the EPCOT housing lottery. Applicants on paid corporate/institutional sabbatical or who will remain



on a non-EPCOT employer's payroll during their time at EPCOT must provide proof of consent from their place of work to be considered experience.



This residency option is exclusively for individuals or families in which at least one adult is already employed with the Walt Disney Company or one EPCOT's Corporate Partners: Apple, Amazon, Google, IBM, Samsung and Tesla. Participants may be married, cohabiting or single, with or without minors. Qualified applicants for this track enter into a lottery to live in EPCOT's single-family homes or apartments in Center City. Applicants may choose which option they prefer. Households will be assigned housing based on their occupation/role, housing preference, current income, size, transportation preference and the number and age of minors living with them. Application fees are waived for current employees. Household members who are not employed with TWDC or its partners must pay an application fee of \$500.

In order to qualify, applicants must be in good standing with their respective employers with a record free of major infractions. Current Active Disney cast members must meet standard transfer guidelines within their work area in order to qualify. The Innovative Living Recruitment Team work records will be accessed to determine an applicant's qualification. Applicants who chose this track may only transfer positions within their respective company. Cast members of the Walt Disney Company will not be considered for roles with its Corporate Partners. Nor will employees of Apple, Amazon, Google, IBM, Samsung or Tesla be permitted to transfer into a role with the Walt Disney Company during the residency application process. However, all applicants may seek lateral or vertical career opportunities within their respective companies.

Any family member over the age of 18 not already employed with EPCOT, Walt Disney World, RCID or a Corporate Partner must apply for a job, unless they are still enrolled in school or have a medical condition that prevents them from doing so. The residency application process will include a section where adult applicants can view and apply for open positions. In order to be considered, applicants must be United States citizens who can provide proof of work authorization and will not require visa sponsorship during their employment. The Walt Disney Company and its Corporate Partners are Equal Opportunity Employers. Employment qualifications will be considered in selection for the EPCOT housing lottery. Households with members on paid corporate/institutional sabbatical or who will remain on a non-EPCOT employer's payroll during their time at EPCOT must provide proof of consent from their place of work to be considered experience.

College students and recent graduates who meet

the EPCOT Sabbatical Track's employment prerequisites have the opportunity to participate in the Progress City Apprenticeship Program. This immersive educational experience gives participants the chance to work and learn a variety of skills across EPCOT's and Disney World's multiple industries. Every three months, Progress City Apprentices will get the chance to move to a different role in Disney World's four divisions of employment: Disney World Jetport, the Industrial Park, RCID/EPCOT City Proper and Theme Park, Recreation and Guest Services. This experience includes one three-month role with one of EPCOT's Corporate Sponsors. Roles will be assigned based on a candidate's educational and career background and interests.

Families with school-age children will be required to live in EPCOT for the duration of one complete school year. Children will be able to enter whatever grade they would have at their home school. EPCOT schools do not provide bussing. Children living in the low-density neighborhoods will be within walking distance of the school. Those in Center City will take a short ride on the PeopleMover to the Greenbelt and disembark for school there. The application requires a copy of every school-age child's scholastic record.

Applicants will receive email notification whether or not they have qualified for the lottery. In some cases, exceptionally qualified applicants seeking specific employment opportunities may be allowed to bypass the lottery.

Those whose applications are selected will be contacted to set up a series of interviews over a video-chat interface. During the first interview, members of the Innovative Living Recruitment Team will ask questions about the applicant's interest in living in EPCOT and ensure families and individuals are aware of their responsibilities to the community should they be selected to participate. The second round of interviews will include screenings by employers to review applicant qualifications for desired positions in the Progress City Apprenticeship Program. Families with school-age children will go through an additional interview round in which a representative of the School of Tomorrow will discuss educational placement possibilities with students and parents.

Final decisions across all three tracks will be based on the combined results of these interviews. Applicants will be notified of the Innovative Living recruitment team's decision by phone. Families/Individuals selected to live and work in EPCOT will receive housing and move-in information. While it is not guaranteed, the Innovative Living team will attempt to place families/individuals in homes that most closely align with their preference. Families will have up until a week after their move-in day to undergo drug testing for employers, transfer children's school records and register personal transportation such as automobiles and electric carts with EPCOT's Transportation Bureau. During the first week, EPCOT Community Ambassadors will take



families on a guided tour of the city and the Disney World property. The Cosmopolitan Hotel Convention Center, neighborhood convention centers and Schools

of Tomorrow will host seminars throughout the week introducing all citizens to life in EPCOT.

# SITUATIONAL ANALYSIS

## SWOT

### STRENGTHS

**The Disney Brand** - Disney's name is its biggest asset. Over the company's first century of existence, it has earned a reputation for turning perceived follies into game-changing successes, from animated feature films to first theme parks. The company's dedication to classic humanistic and family values in its entertainment products and business practices overwhelmingly endears its brand to an international public. High-visibility innovations in its theme park attractions and design validates the company as a competent technology researcher and purveyor. Experience in planning major construction projects and heavy-use transportation systems qualifies its prowess in creating physical environments. Additionally, Disney controls a variety of media platforms through which it delivers and reinforces messages about the values and benefits of its brand.

In short, no company is better positioned than Disney, in terms of history and resources, to selling its target audience on something as unprecedented as EPCOT's Innovative Living. Disney's positive brand image and the public's trust of the Disney name will excite people about its latest, most ambitious undertaking in absence of some of the criticism that a different company might incur.

**EPCOT's Relevance** - Even though EPCOT was first conceived in 1966, its goals and offerings are just as relevant today. The city seeks to explore solutions to persisting ills such as overcrowding, traffic, pollution, crime and poverty- major issues about which our audience is passionate. EPCOT and Innovative Living are direct responses to these deep social and ethical concerns, making their marketing messages of heightened importance.

**Age-Sensitivity** - Innovative Living offers three narrowly tailored resident tracks that respond to three very different stages of life. EPCOT recognizes that a community is comprised of individuals of all ages and aptitudes, and includes options that provide distinctive benefits and opportunities based on these differences.

**Inclusivity** - Innovative Living is designed to give residents a living experience that facilitates the interaction and community of individuals from different backgrounds and

protects against institutional discrimination. The variety of economic, educational and recreational offerings reflect the diversity of its citizens. EPCOT's foundational spirit of innovation and progress unite people of all kinds in common pursuit of a better future.

**Entertainment Value**- Life in EPCOT is made all the more exciting by its variety of recreational activities. Only a short monorail ride away from the Magic Kingdom park and resort area, participants in Innovative Living enjoy access to world-class rides, shows, golf courses and other amenities. Shopping, dining, live theater and other attractions are only footsteps away in the city itself.

**Empowerment** - Innovative Living enriches participants' lives with added meaning. Their everyday decisions, observations and activities shape EPCOT's trajectory and guide its ongoing development. Citizens are empowered with the ability to change their community simply by living here. Even after their program, participants take what they have learned into their homes and places of work and spark new ideas elsewhere.

### WEAKNESSES

**EPCOT's Idiosyncrasies** - As an experimental community, life in EPCOT differs significantly from that in other American cities. The lack of participatory government may deter the socially aware members of Innovative Living's target audience. Displacement of automobiles to out-of-the-way roads will be a definite consideration of a public who relies predominantly on self-paced transportation. The dome over EPCOT's Center City may also seem too alien to our audience. Additionally, the rental-only residences may be unattractive to those who prefer to own a home. These elements must be presented and explained tactfully in order to avoid immediate disengagement from the consumers.

**EPCOT's Complexity** - While Innovative Living is a straightforward system, the complexity of life in EPCOT may prove difficult to convey succinctly in marketing and publicity communications. While its philosophy is easy to understand, the community's practical functions may require more exacting measures to explain.

**Time Commitment** - Those participating in Innovative Living agree to spend 9 months to a full year living, working and learning at EPCOT. While the three Innovative Living tracks are specifically geared towards those who can make this time commitment, it may prove difficult



to succinctly explain the benefits of uprooting one's life (and possibly those of their family) to participate in this experience.

**Expense** - Marketing EPCOT will challenge the Walt Disney Company to again sell a product the likes of which the world has never seen. It will require the use of unconventional channels, new technologies, highly integrated communications and the manpower to plan and execute. The Innovative Living campaign will require heavy funding to achieve maximum success.

#### OPPORTUNITIES

**EPCOT's Novelty** - The public has not seen anything commensurate to EPCOT realized. As a result, there is no expectation or standard of comparison as to how the city and its residential options will be marketed. The Walt Disney Company has the opportunity to subvert expectations and criticism and invent entirely new marketing modi operandi reflective of its unique product.

**Building a Broader Community** - EPCOT is not merely just another Walt Disney Production, it is an innovation with a higher cause than turning a corporate profit. In fact, the Innovative Living is a decidedly non-commercial experience and will be marketed as such. Communicating EPCOT to the public presents the opportunity to engage a variety of international, national and regional businesses and organizations. Promoting Innovative Living in collaboration with public fixtures like businesses, museums and even government institutions allows for more narrowly targeted appeals to resident prospects. Since the entire world will benefit from the lessons EPCOT will teach, it behooves the company to establish relationships with key institutions early on.

**Corporate Partnerships** - The Walt Disney Company has partnered with companies like Apple, Tesla, Google and Amazon in the realization of EPCOT. Like TWDC, these companies will market Innovative Living opportunities to their many employees. Our partnership with these prominent brands also allows the opportunity to reach new publics through their channels. We may also offset some of our marketing costs through joint promotions and advertising with these companies.

**Virtual/ Augmented Reality** - While EPCOT will welcome tourists on a regular basis, it is likely that many of its initial residents will not have the chance to visit the city frequently prior to their move-in. The public's access to VR and AR technologies via mobile devices gives us the chance to simulate aspects of Innovative Living for potential residents in immersive, interactive ways. The rising popularity of virtual reality arcades and standalone experiences provide the chance for more immersive uses of VR to tell EPCOT's stories.

**Disney's Media Channels** - The Walt Disney Company owns an impressive array of media outlets including ABC, ESPN, Freeform and Disney Channel and has stakes in big names like A&E and Hulu. The breadth of these channels gives us the chance to tell the story of EPCOT and Innovative Living to many audiences in a variety of ways,

#### THREATS

**EPCOT's Novelty** - Many sources have already criticized EPCOT as too impractical to function as intended. Since nothing like EPCOT has ever succeeded, much of the public may reject our messages as overly idealistic and unsubstantiated. To combat this, our promotions must provide tangible evidence that EPCOT and the Innovative Living© model are more than just empty dreams but painstakingly researched and carefully constructed realities.

**Failure of Utopias** - Historians have often referred to EPCOT as something of a utopian effort. While Walt Disney Company rejects this classification, the legacy of failure for many planned communities of yesteryear hangs over EPCOT. The success of EPCOT demands the dedication and cooperation of its citizens, corporate partners and TWDC. Innovative Living is designed to ensure that only the most dedicated of applicants are accepted as residents. The lack of the public's confidence in this somewhat communal model of living is an obstacle in recruiting residents. It will be important to communicate that EPCOT is not an idealist utopia, but rather a proving ground for innovations that improve the human condition.

**Big Brother** - EPCOT is unlike traditional communities in the sense that it is admittedly more controlled. TWDC and its corporate sponsors control many aspects of society and daily life that would otherwise fall organically under the control of the individual. Despite EPCOT's ethical measures to ensure this control is minimal, the public may fear our system is Orwellian in nature. Since EPCOT's Innovative Living wishes to attract free thinkers, we must demonstrate how the city's extra controls help to foster open thought and not suppress it.

**New Technologies** - When EPCOT welcomes its first residents in 2020, it will be the most technologically advanced city in the world. However, in today's fast-paced world, the city of tomorrow can very easily become the city of yesterday. EPCOT hopes to inspire progress far beyond its Central Florida borders. However, it must also work to keep up with the daily innovations of the modern world. Perceptions that EPCOT is outmoded or a relic will be death of the city and Innovative Living. We must work to attract those who wish to keep the pace of contemporary innovation and keep EPCOT eternally relevant.



# COMPETITION

EPCOT's Innovative Living program resides in a product category all its own. While a variety of companies market products, technologies and even living solutions that seek to accomplish a minute aspect of EPCOT's mission, there is currently no singular competing entity that poses an individual threat to Innovative Living. While yesterday's utopias like Arcosanti, The Farm and the EcoVillage still actively welcome new members into their communities, no such city is advanced or complete enough in its development to offer the benefits and unique, tailored propositions of Innovative Living.

However, in November 2017, Belmont Partners announced plans to construct the world's first "smart city" on a 25,000-acre plot of land outside of Phoenix, Arizona. The city is backed by a multimillion-dollar investment from Bill Gates' Cascade Investment group

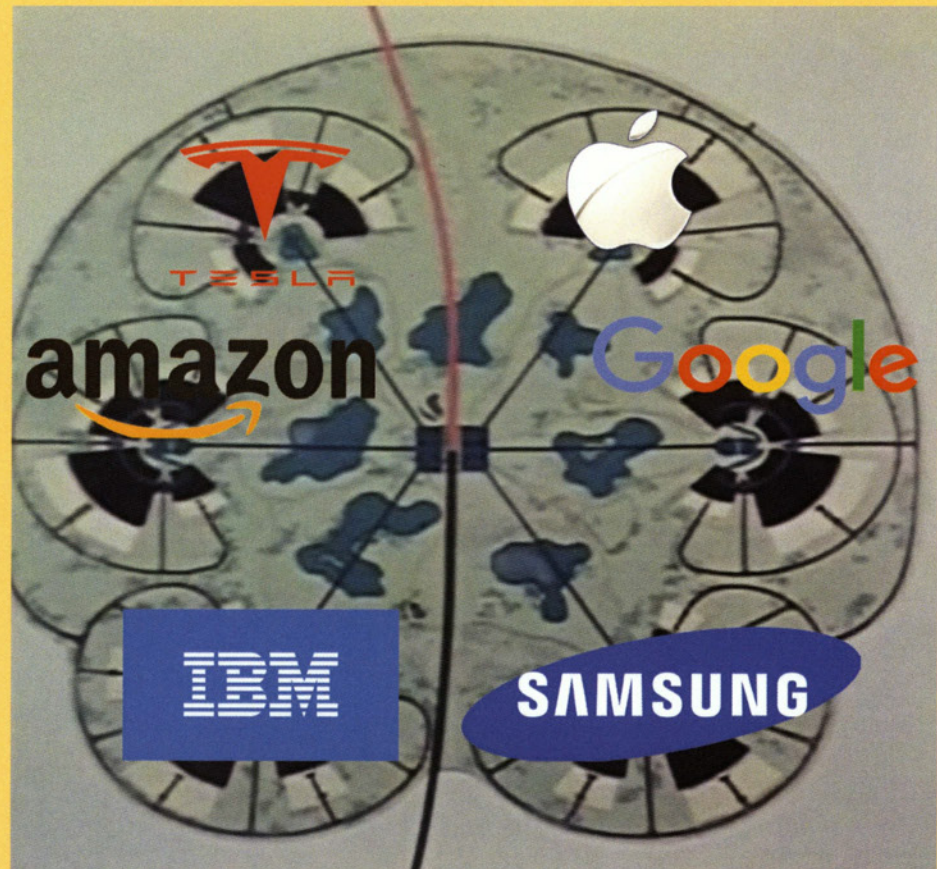
and shares a similar conceptual framework to EPCOT. In an announcement news release, Belmont heralded the community as:

*"a forward-thinking community ... that embraces cutting-edge technology, designed around high-speed digital networks, data centers, new manufacturing technologies and distribution models, autonomous vehicles and autonomous logistics hubs."*

Specifics about the city have yet to be released to the public, and there is no projected completion date for the project. The city, currently called Belmont, will be situated along a planned interstate highway whose construction has yet to get underway. While Belmont is not far enough along in its development to pose a threat to EPCOT as we launch the campaign for Innovative Living, it is important to keep watch over this project, as its development will likely take cues from the success of our experimental community.

# CORPORATE PARTNERS

The Walt Disney Company has partnered with six of the world's most innovative companies in the development of EPCOT. When the city is unveiled in 2020, the corporations will occupy major research and development complexes in the Industrial Park. Technologies and products developed here will be tested in EPCOT's homes and public spaces. Many Innovative Living participants will find their employment with one of the city's Corporate Partners. This map demonstrates the companies' locations in the Industrial Park.





# TARGET AUDIENCE

## THE FAMILY TRACK™

This Innovative Living option is ideal for men and women between the ages of 25 and 60. These individuals are likely married or cohabiting with one or more children and own a home in the suburbs or a mid-sized town. They make household incomes of approximately \$65,000 or more and likely hold at least a bachelor's degree from an accredited university. Their homes are scattered across the country with heavy concentrations in the Northeast, Pacific Northwest and Southwest (especially Southern California). These people are high performing professionals who work in everything from business to architecture to education. They serve institutions that share their futuristic predispositions and offer hiatuses and sabbaticals for the enrichment of their employees. EPCOT appeals to them because it seeks to fix many of the societal issues that have remain unchanged or even exacerbated during their lifetimes. The ideal men and women for the Family Track have high interest in the latest technologies, and may even use products like smart appliances, artificial intelligence aides and electric or hybrid vehicles in their daily lives. Above all, they recognize their potential for impact and are interested in exploring ways of life that benefit them and their families. They are likely familiar with the Walt Disney Company and its products and have a favorable view of its innovative spirit but may be disgruntled with the company's delay of socially-minded projects like EPCOT.

## GRAD TRACK™

Recent college graduates between the ages of 21 and 24 comprise the target market for this Innovative Living program. Fresh off campus with an undergraduate or master's degrees in everything from the Fine Arts to Engineering to Business, these young men and women are equipped with knowledge and ripened skillsets that they are excited to put to use. At university, these individuals were likely involved in extracurricular activities like internships and academic or pre-professional organizations. As recent graduates, they are likely making less than \$35,000 per year. Most of them are unmarried and rent apartments or houses with their peers. They are humble optimists who are ready to face the challenges of having an impact

on humanity. The idea of living at EPCOT is appealing to them because they value being a force of innovation and working with people of like minds. As members of the Digital Generation, the omnipresence of the latest and greatest technologies is natural, but continuously inspiring. Rather than launching directly into a career, they want to further their education and diversify their professional experience, potentially as a part of the Progress City Apprenticeship Program. They are altruistically and humanistically motivated and want to explore how they may use what they know to improve society. It excites them to be a part of something that looks to remake the way people live for the better. Members of this market grew up during the Disney Renaissance, and grew up enjoying its films and television shows and visiting its theme parks

## EST™

The Walt Disney Company extends this special Innovative Living track to those individuals already employed with TWDC or its corporate partners. This experience will be specifically targeted towards those employees who have displayed remarkable excellence on the job and embody the community values of EPCOT. They have strong commitment not only to their peers and place of work, but to the people their work impacts. Their lines-of-business may range from frontline customer service to executive management. They may still be in college or nearing retirement, with incredibly high to very little income. These individuals understand what they do well and wish to explore how it may be applied in the context of this experimental community. Since they work either for TWDC or one of its partners, it's likely they are at least somewhat familiar with the Disney brand and what it represents.





# RESEARCH OBJECTIVES

1. Identify demographic and psychographic information about the target audiences of EPCOT's Innovative Living tracks.
2. Gain insight into the public's perceptions of city-living
3. Gauge the public's perception of the Walt Disney Company as a residential property developer

## PRIMARY RESEARCH SURVEY

EPCOT's marketing team obtained most of its primary data from a 33-question Qualtrics survey that was mass-distributed using social media. By reaching out to online opinion leaders and influencers in Disney-related and technology-focused content, we were able to promote the organic spread of the survey. In total, 524 individuals nationwide participated. The survey asked questions pertaining to general demographic information, opinions about modern cities and thoughts about the Walt Disney Company, specifically as an urban developer. It was available for approximately two months. Refer to Appendix i for the full survey.

Participants included men and women between the ages of 18 and 65+. Approximately 43 percent of the participants were male, 56 percent were female and the remaining one percent preferred not to answer. The survey's largest flaw was its lack of racial diversity. Nearly 90 percent of survey participants identified as Caucasian. The second largest category of racial participation was Latino/Hispanic, which comprised five percent of total participants. All participants hold at least a high school diploma or GED equivalent, with nearly 93 percent having completed at least some college. The majority of participants identified as "middle/working class" or "upper-middle class" and make anywhere between \$18,000 and \$233,000 per year. Over 50 percent identify as living in a suburban area and owning a home. Most participants identify as unmarried singles (around 30 percent), narrowly trailed by married individuals (around 28 percent) and those married with dependents (around 27 percent). Data was analyzed through the cross-tabulation of demographic variables with psychographic variables.

The survey provided several valuable insights. One of the most significant takeaways was that the most

important dimensions in both physical communities (e.g. cities or towns) and owning or leasing a home were respectively and "Safety/ Crime Rate" and "Safety of Neighborhood or Surrounding Community" in almost all demographic breakdowns (for full breakdowns see Appendix ii). Thirty-seven percent of participants identified "suburban" as the ideal living space. While current lessees definitively prefer suburban living, homeowners are basically evenly split between suburbs and small towns. Some of the major issues participants took with cities were that they were "dirty," "crowded," "not family friendly," and "loud." Many identified homelessness, poverty, the lack of green space and inefficient urban transit as major drawbacks. When asked to identify positive aspects of the city, popular responses included, "diversity," "walkable," "organized," "progressive," and "closeness to people." While the majority of participants identified as living in the suburbs, 63 percent said they were "extremely like" or "moderately likely" to relocate to a city if the problems they identified were resolved. However, one of the more challenging results to EPCOT's premise is that only 1.5 percent of participants plan to live in a home less than a year.

Eighty-nine percent of survey participants overwhelmingly preferred living in houses over apartments and other types of dwellings. Survey participants age 21-24 had the highest percentage of participants who preferred apartment living compared to other age groups (25 percent). Similarly, 26 percent of unmarried singles elected apartment as their preferred residence, higher than any other marital status. It is also important to note that those who identified their per annum income as below \$18,000 had the highest volume of participants who favored apartments over houses (29 percent). Despite their dwelling predilections, survey participants were technology-forward with 78 percent saying they had invested in advanced home technologies like smart televisions and internet-linked home appliances.

Since EPCOT is a transit-driven city, the survey



also gathered behavioral information about participant's transportation habits. Not surprisingly, the overwhelming majority (94 percent) of participants identified "car" as their primary mode of transportation. Eighty-eight percent "never" use public transportation. This corresponds to the aforementioned identification of inefficient transit as a major issue with contemporary cities. However, around 30 percent stated that if they had access to reliable, eco-friendly public transportation, they would not use personal transportation more frequently, while 38 percent said "maybe."

The survey showed that the Disney brand is an invaluable asset in the marketing of EPCOT. Ninety-two percent of survey participants have a positive perception of the Walt Disney Company. Some of the

key traits and ideas they associate with the company include "family," "service," "magic," and "fun." Eighty-two percent were familiar with the company's previous endeavors as a developer of physical communities. Eighty-four percent said they would consider living in a Disney-built community. These participants believe that such a community would be "safe," "clean," "futuristic," "well-designed" and "enjoyable." Some participants even specified they would live in a Disney community true to the original EPCOT model. Those who said they would not consider living in a Disney-built community commonly listed expense and the Central Florida climate as their primary reasons. However, a substantial number feared a Disney community would be "too artificial" and have to many regulations and rules for living there.

## PHONE INTERVIEWS

EPCOT's marketing team conducted 15-30-minute phone interviews with 11 different volunteers who took the online survey. These interviews probed more deeply into the participants' experiences with contemporary cities and their opinions about the Walt Disney Company. Interview participants were introduced to and asked for their thoughts about four defining aspects of EPCOT: the Center City dome, its transportation system, the 9 month-1 year living cycle and its lack of participatory government. The participants' ages ranged between 25 and 58, with an average age of 38 and a median age of 37. Participants were male and female, and had different backgrounds in terms of race, occupation housing tenure status and geographic origin.

All interviewees had a positive perception of the Walt Disney Company and associated the Disney brand with abstracts such as "family," "entertainment," "innovation," and "imagination." However, younger participants had slightly different perceptions about the company than those who were middle-aged. Three participants aged into their forties and fifties expressed a degree of disappointment that the company had yet to make EPCOT a reality and had focused more on the development of entertainments. These individuals were familiar in part with the original concept of EPCOT and demonstrated knowledge of various aspects of company history. Those in their twenties and thirties had an overall less critical opinion of TWDC and seemed more satisfied with the company's enterprises. All had visited a Disney theme park and were at least somewhat familiar with the company's endeavors in real estate development.

All participants either currently live in a city or have done so previously. Across the board, they mentioned traffic congestion as one of the largest problems with contemporary cities, but enjoy the walkability and proximity to good, services and entertainment urban areas provide. Experience with sanitation varied from city-to-city; however, most stated that while some areas of the city were kept clean, other districts were consistently

unclean. Additionally, all participants had at least some interest in investing in modern home technologies. A few had already installed smart devices like televisions and refrigerators in their homes. Most identified suburbs as the ideal place to live. Technologies such as smartphones and laptops were considered essential to daily life. All except one person identified a car as their primary mode of transportation. Participants used public transit either infrequently or not at all.

EPCOT's Center City dome was met with some skepticism by interview participants. Four participants favored the idea of living under a dome and enjoyed the notion of a climate-controlled environment in Central Florida's vicissitudinous weather patterns. The others consistently expressed that they were "not sure" about the idea. Most preferred the option of living in one of city's neighborhoods outside of Center City. The dome seemed too restrictive and artificial. Those not in favor of dome living elicited their value of environmental diversity and access to green spaces as major reasons of the idea's lack of appeal. Two participants voiced concerns about the ethics of dome living and the amount of trust it required citizens to place on the city and its operators.

Interviewees overwhelmingly favored EPCOT's transportation model. Despite the fact that almost all participants rely on cars for daily transportation needs, they embraced the city's automobile-free philosophy. The design seemed highly efficient to participants, many saying that not having to experience traffic was ideal. All 11 individuals felt EPCOT's public transit system would make life more convenient and enjoyable. One interviewee raised questions about the safety of traveling on elevated trains and about how emergencies aboard these vehicles would be addressed. However, this did not affect the individual's overall approval of the system.

Opinions about EPCOT's rental-only living situation and Innovative Living's 9 month - 1-year cycle were mixed. Five of the participants expressed no issue with this model, one individual citing that only downside



as how it would be "heartbreaking" to leave EPCOT at the end of the program. The rest took at least some issue with how the system works. Three participants felt the resident cycles were too short to allow for the creation of actual community. Several expressed annoyance with having to leave after such a shortened period of time. While all interviewees seemed amenable to following EPCOT's strict building codes, two participants (both middle-aged, upper-middle class men) were opposed to the rental-only system and the resulting loss of equity. On the whole, all except one participant was willing to overlook the perceived flaws to be a part of EPCOT's mission.

EPCOT's lack of participatory government

seemed to have little effect on participants' willingness to live there. All 11 participants expressed that they were at least somewhat comfortable with the city's unconventional political structure so long as the Walt Disney Company maintained EPCOT's philosophy and delivered on its promises to its citizens. Three participants expressed that they specifically trust the Walt Disney Company enough to agree to live under this system. Two participants insisted on the need for resident boards in order to represent their interests to the city's leadership. On the whole, the lack of democracy did not affect the participants' generally favorable regard of EPCOT.

## SECONDARY RESEARCH

EPCOT's marketing team monitored and examined external research that pertained to more general information about each Innovative Living track's target audiences.

### THE FAMILY TRACK™

Research pertaining the Family Track's target audience focused on circumstantial aspects of their lives that might impact their ability to participate in Innovative Living. In order to ensure that EPCOT's marketing messages reflect its goal to host a population representative of the modern American cities, the marketing team reviewed the United States Census Bureau's Population and Housing Narrative Profile 2012-2016 American Community Survey 5-Year Estimates. The 2017 report stated that in 2012-2016, 66 percent of American households were comprised by families, 48 percent of which were married couples. The average home size was 2.6 persons. The median income was \$55,322 (which falls into the range of the research team's findings). The Family Track's target audience of age 25-60 comprises approximately 53 percent of the total population.

Since the men and women who comprise this audience are already established in their careers, the 9-month - 1-year time commitment heavily depends on their place of employment's flexibility and the presence of a sabbatical or hiatus program. An article on the Harvard Business Review's website showed that nearly 17 percent

of employers offered sabbatical programs in 2017. The article digested a study from Tel Aviv University that revealed professors at an academic institution who took sabbaticals were significantly less-stressed and served as better psychological resources at their institutions. A 2009 academic study entitled "Creative Disruption: Sabbaticals for Capacity Building & Leadership Development in the Nonprofit Sector" revealed that leaders who took leaves of absence took the time to develop new ideas and made them better collaborators with other team members. This information serves as compelling ammunition in recruitment outreach through our target audience's places of work.

Another important aspect of this research was gauging the target audience's receptiveness to the latest home technologies. Since citizens of EPCOT will be among the first consumers to test and experience the latest innovations, it is important to gauge their receptiveness to better inform our promotional messaging. A 2015 survey conducted by Coldwater Banker and CNET revealed that an average of 28 percent of adults have smart home products. The survey states that "Parents with children under 18 living at home are almost twice as likely to have smart home products vs. those with no children under 18 living at home." Additionally, these parents are more likely to express that these high-tech products save them money and give them "peace of mind." Fifty-nine percent of parents with children under 18 are willing to pay more for homes equipped with smart technology compared to only forty-seven percent of those without children under 18. This data confirms our own survey's findings about public interest in smart technologies and confirms EPCOT's and clarifies which segments of our audience are more and less responsive to their presence.



# GAP TRACK™

Secondary research about the Gap Track's primary audience focused on the volume of college graduates and their behaviors upon graduating university. The United States Census Bureau's Population and Housing Narrative Profile 2012-2016 American Community Survey 5-Year Estimates suggest that 18-24-year olds comprise roughly 10 percent of the population. According to the National Center for Education Statistics, 11.8 million college students were under the age of 25, compared to 8.1 million ages 25 and older, meaning that 59 percent of college students fall within in Gap Track's primary audience. According to a collegiate data report in Forbes, a 2009 statistic demonstrates that 97 percent of college students pursuing four-year degrees completed them between four and six years. If the average student enters college at age 17 or 18 (which studyusa.com suggests they do), they will likely graduate with an associate's degree or 4-year bachelor's degree between age 21-24.

In 2016, author and national authority on higher education Jeffrey J. Salinger published an article on the Harvard Business Review's website breaking the general trend in twenty-somethings' career paths after college. Thirty-five percent of his survey group (called the Sprinters) launched directly into a career after graduation; 32 percent (called the Wanderers) wait until about mid-way through their twenties; 33 percent (called the Stragglers) do not begin steady careers until their late twenties. Sprinters may be less inclined to live at EPCOT because its economic opportunities for Innovative Living participants are not necessarily long term. However, the near two-thirds of college students who are Wanderers and Stragglers may benefit immensely from participation in the Progress City Apprenticeship Program, which allows the educational and occupational exploration of the city's various industries and facilities. It would allow these individuals the chance to find the direction that Salinger suggests they never discovered in college. This opportunity should be a major feature of the Gap Track's promotional messaging.

Another important aspect of marketing the Gap Track is identifying key universities from which to recruit. The EPCOT marketing team consulted U.S. News and World Report's 2017 list of the nation's Most Innovative Schools. The finalists are referred to as "schools that the public should be watching because of the cutting-edge changes the colleges are making on their campuses." The criteria for selection is simply that a school is "making the most innovative improvements in terms of curriculum, The experimental educational methods these schools employ make their students prime prospects for participating in a program as cutting-edge as Innovative Living. Their academic, geographic and curricular diversity make

them ideal targets for the Gap Track's messaging, faculty, students, campus life, technology or facilities." The 2017 finalists were as follows:

1. Arizona State University- Temple
2. Stanford University
3. Massachusetts Institute of Technology
4. Georgia State University
5. Carnegie Mellon University
6. Northeastern University
7. University of Maryland- Baltimore County
8. University of Michigan- Ann Arbor
9. Harvard University
10. Duke University

## EST™

Both Walt Disney Company Cast Members and employees of its Corporate Partners largely fall into the same target markets as both the Family Track and Gap Track. Thus, much of the same marketing research applies to these individuals. The primary difference between these individuals and the general public is that they are more intimately familiar with their respective company's business practices and values and may have more prior knowledge about EPCOT. Thus, the internal promotional messaging should be tailored more towards how the EPCOT Sabbatical Track affects them as members of participating organizations.

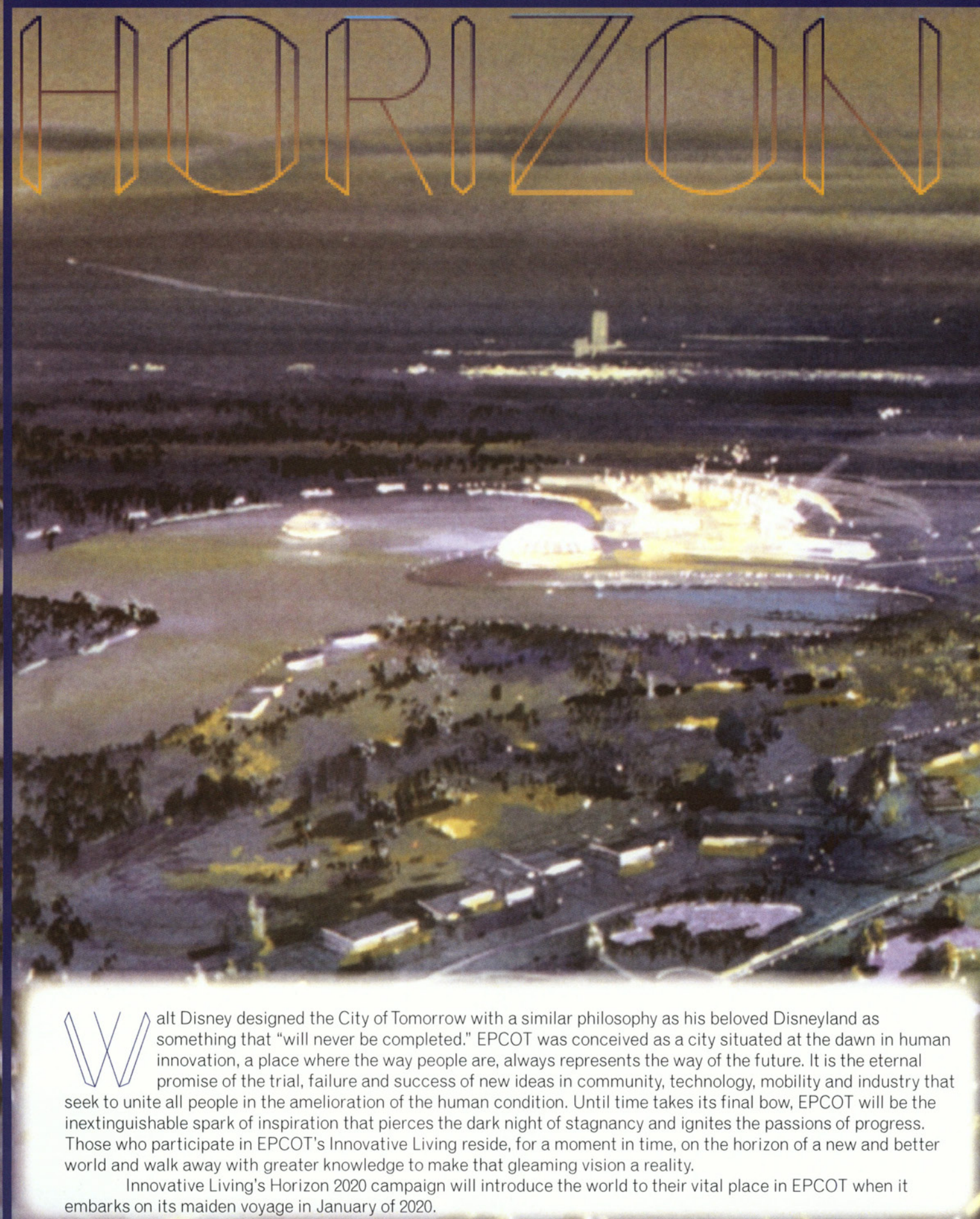
In 2016, Forbes recognized the Walt Disney Company as the country's most sought after employer. While on the outside TWDC is largely seen as a desirable place to work, over the past two years the company has been caught in something of a labor crisis. As of May 2018, the company is amid major Cast Member union contract disputes regarding alleged poverty-line wages for Disney Parks employees.

A 2017 study from Office Team published in Forbes suggests that 66 percent of employees are likely to leave a job if they do not feel appreciated. Meanwhile, a 2012 survey from the American Psychological Association says that factors such as fewer decision making opportunities, less potential for advancement, workplace inflexibility and inadequate monetary compensation are linked to feelings of workplace disenfranchisement.

The EPCOT Sabbatical Track represents a unique opportunity for the Walt Disney Company to add value to the work experiences of its own cast members. By offering them the chance to be a part of a humanistically-founded project that is a source of pride for TWDC, the company provides enhanced value to their tenure with the company. It demonstrates care for cast members' well-being and represents a chance for advancement within an organization that is quite literally setting the pace for the future. The EPCOT Sabbatical Track maybe the savior of TWDC's current employee relations crisis.



# HORIZON

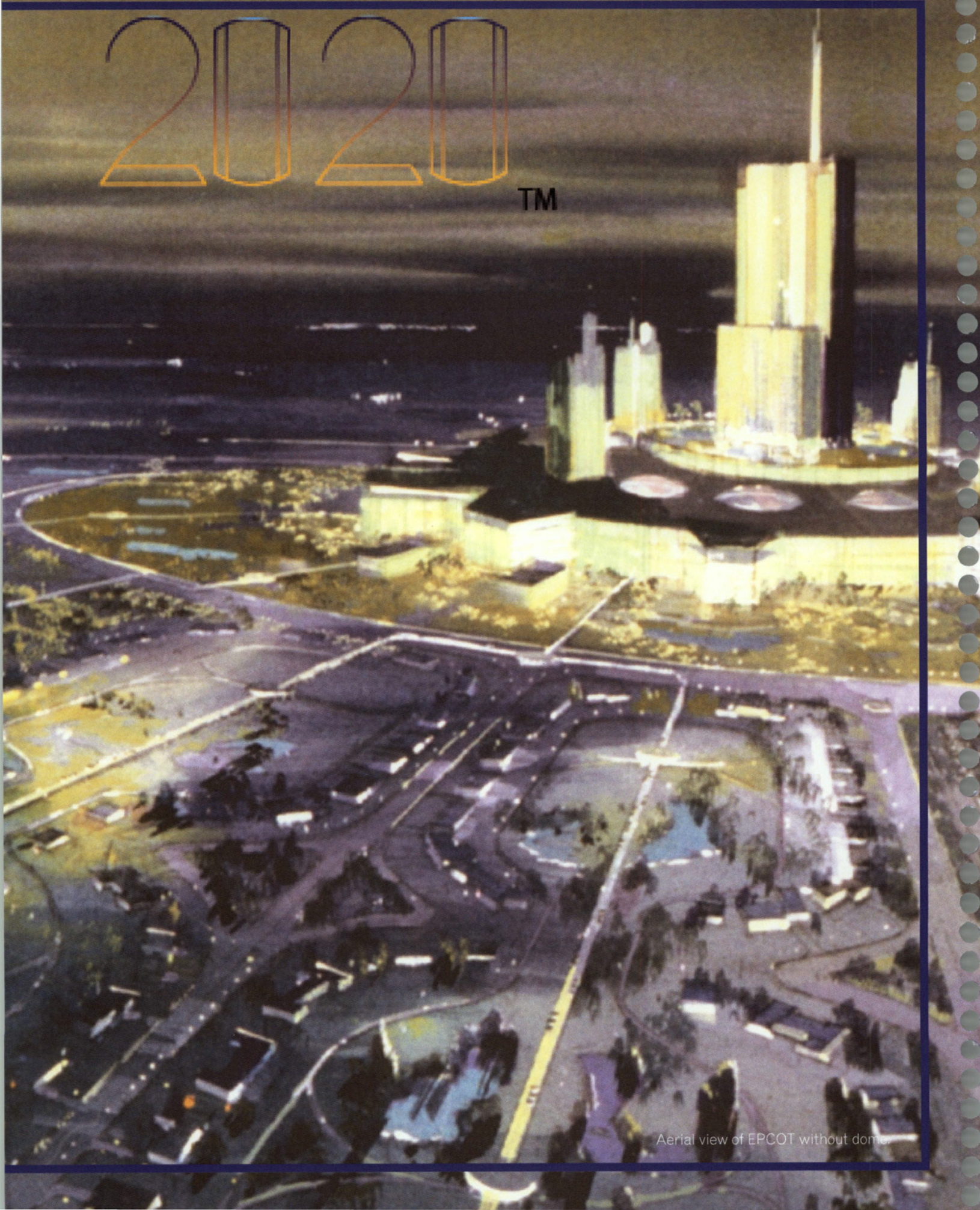


Walt Disney designed the City of Tomorrow with a similar philosophy as his beloved Disneyland as something that "will never be completed." EPCOT was conceived as a city situated at the dawn in human innovation, a place where the way people are, always represents the way of the future. It is the eternal promise of the trial, failure and success of new ideas in community, technology, mobility and industry that seek to unite all people in the amelioration of the human condition. Until time takes its final bow, EPCOT will be the inextinguishable spark of inspiration that pierces the dark night of stagnancy and ignites the passions of progress. Those who participate in EPCOT's Innovative Living reside, for a moment in time, on the horizon of a new and better world and walk away with greater knowledge to make that gleaming vision a reality.

Innovative Living's Horizon 2020 campaign will introduce the world to their vital place in EPCOT when it embarks on its maiden voyage in January of 2020.



# 2020<sup>TM</sup>



Aerial view of EPCOT without dome.



# HORIZON 2020™



## THE GOAL

Innovative Living's initial resident recruitment marketing campaign seeks to attract a superfluity of qualified applicants from which to select EPCOT's first 20,000 residents for the city's 2020 launch. The use of high-visibility marketing strategies will achieve the secondary goal of raising awareness about EPCOT and attracting public interest in its success and the experiences of the first residents. This interest will be leveraged later to attract recruits during future cycles.

## OBJECTIVES

A multi-segment marketing strategy is necessary to respond to distinct differences in the target audiences for each Innovative Living option. Each of the three tracks will have its own sub-objectives to support the campaign's larger objectives.

1. Attract at least 500,000 applicants for Innovative Living by January 2020.
  - a. The Family Track- Attract at least 50 percent of the goal number of applicants (250,000)
  - b. The Gap Track- Attract at least 40 percent of the goal number of applicants (200,000)
  - c. The EPCOT Sabbatical Track- Attract at least 10 percent of the goal number of applicants (50,000)
2. Foster engagement and interaction with Innovative Living content, attracting at least 25 percent from traditional media-consuming Americans and 30 percent of social media-using Americans.
  - a. The Family Track- Attract at least 47.5% of goal coverage
  - b. The Gap Track- Attract at least 47.5% of goal coverage
  - c. The EPCOT Sabbatical Track- Attract at least 5% of goal coverage



# STRATEGY

This multi-platform, multi-segment promotional campaign follows a unique model called "Nuclear Marketing." Like a nuclear explosion, this continuous marketing strategy has four basic stages: Flash, Blast, Firestorm and Fallout. The Flash is at the very epicenter of the campaign. It is a single spectacle that uses all the proverbial bells and whistles to deliver the fundamental campaign message and offering and capture the attention of as much of the public as possible. The Blast refers to the immediate efforts to sustain the shockwaves of public excitement generated by the Flash. During this time, marketers foster widespread

enthusiasm about the campaign's next steps through steady promotional messaging. The Firestorm is the most intense phase, during which the public is blitzed with multidirectional messages about a product or service. Midway through the Firestorm, messaging becomes more tailored to narrowed audiences. During Fallout, waste coverage dies off as promotions shift their messages toward targeted audiences. This mode is ideal for Horizon 2020 because the ultimate goal is to both attract qualified applicants for Innovative Living while creating public general awareness and interest in EPCOT to drive future recruitment.

## FLASH TACTICS

### HORIZON 2020 TELEVISION SPECIAL

EPCOT and Innovative Living will explode into the public consciousness by way of a major televised spectacle. "Horizon 2020" will be a live, 2-hour extravaganza on ABC simulcast on air and on the channel's website. The live event will take place on Sunday, July 15 at the brand new Cosmopolitan Resort Hotel Convention Center in EPCOT's Center City. Members of the press, dignitaries of the Walt Disney Company, executives from EPCOT's corporate partners and important members of the State of Florida's and Orlando's government will be invited to sit in the audience. The broadcast will air during primetime between 8 pm and 10 pm EST. Hosted by Disney CEO Robert Iger with several guest appearances, the event will introduce the public to EPCOT's mission, model and history and will launch the campaign for Innovative Living with the flair of Disney's legendary showmanship.

Why a simulcast? When the world's first theme park was under construction in 1954, its creator turned to the relatively new medium of television to spread the word about this new type of entertainment. Walt Disney's Sunday-night "Disneyland" show soon became one of the highest rated programs on television. Some 60 years later, television appears to be the best way to reach the media consuming public. According to 2017 report by Zenith Media, broadcast television is still the single largest medium of consumption by time. The average individual watched approximately 170 minutes a day in 2017. Sunday night is still has the highest ratings of any other weeknight according to a 2013-2014 Nielsen report. In 2017 Pew Research reported that 50 percent of the population still gets the majority of its news from television. Additionally, ABC has the third largest number of viewers in the country, giving its programs substantial reach.

However, television's lead over the internet as the

nation's number one source for news and entertainment continues to narrow. The same Pew Report showed that over half of Americans between the ages of 18-49 turn to online news sources ahead of television. In June 2017, Netflix surpassed cable-television in number of subscribers. A Wall Street Journal article from February of 2017 predicts that YouTube will soon overtake traditional television as the most watched platforms based on the site's steady increase in viewers.

A simulcast would ensure that virtually all members of the media-consuming public have access and exposure to the program. Additionally, webcasting adds potentially only negligible extra expense.

"Horizons 2020" will begin with a 5-minute prerecorded, cinematically produced dramatization of EPCOT's origins. Award-winning actor Tom Hanks will reprise his critically acclaimed performance as Walt Disney in 2011's "Saving Mr. Banks," this time amid conceptualization and planning of EPCOT in the mid 1960s. The short film will follow Walt's vision through important stages of its evolution and construction, and will end with a visualization the city's final realization a year and half down the road. The live portion of the broadcast will begin like many major Walt Disney productions- with a show-stopping musical number. Famed actor and Disney staple Neil Patrick Harris will lead an ensemble of dancers in a futuristically brassy performance of the apropos anthem, "There's a Great Big Beautiful Tomorrow." Large digital screens and lighting effects will virtually put the musical company in the middle of various settings from throughout the city.

After the glitzy opening, Mr. Iger will take the stage and address the audience with opening remarks about the Walt Disney Company's enthusiasm and hopes for EPCOT. The first half-hour of the show will feature remarks from important government dignitaries



including the Mayor of Orlando, Governor of Florida and U.S. Secretary of Housing and Urban Development. The second half-hour will begin with a short, prerecorded video overview of the property. Then, Mr. Iger will introduce EPCOT's Project Manager. He or she will say a few words about the city and then introduce the audience to different aspects of EPCOT with the help of augmented reality technology. AR will be used to literally transform the Convention Center stage into the city of EPCOT. Home viewers will see Project Manager interact with computer generated recreations of city elements including the Center City apartments, the International Shopping District to the transportation system. The audience will vicariously experience the city's many different environments with its creators as their guide. After this segment concludes, Mr. Iger will invite the CEOs representing EPCOT's Corporate Partners to join him on the stage. After a few words, he will refer to a prerecorded video that explains the Corporate Partners' contribution and economic role in EPCOT and gives the audience a sneak-preview of their Industrial Park facilities.

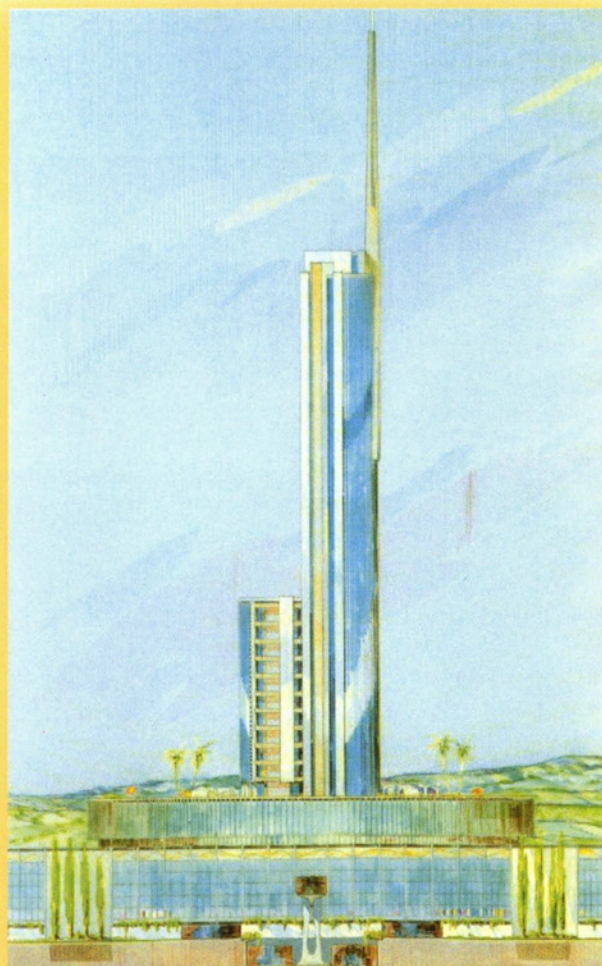
At the top of the second hour, Mr. Iger will return to the stage with Bob Gurr, designer of Disney's original monorail and one of the last living Imagineers who contributed to EPCOT in its earliest development. Together, the two will unveil the Innovative Living program and begin to explain the three programs. Then, they will welcome EPCOT's "First Family of the Future" to the stage to help them explain the Family Track. After a brief introduction, the program will cut to a prerecorded segment of the family touring a model of the house of tomorrow intended for EPCOT's outer-belt neighborhoods. The video also previews the neighborhood community spaces, the Green Belt recreation complexes and the School of Tomorrow. After the video ends, Mr. Iger and the family will then announce the "Family of the Future" social media handles and the debut of the monthly web series on August 1, 2018.

Next, Mr. Iger will introduce EPCOT's Educational Ambassador. He or she will present a brief explanation of the Gap Track and the Progress City Apprenticeship Program. During the presentation, concept art for EPCOT's Center City apartments appear on the large digital screens. The program will then again cut to a prerecorded video announcing EPCOT's partnership with the nation's 10 most innovative schools. The video will feature the ten presidents of each respective university as well as commentary from a variety of other faculty and students. After the video concludes, the educational ambassador will announce the Horizon 2020 college bus tour starting August of 2018. He or she will also announce the launch of the "Gap" social media handles.

Then, the Cast Member Ambassadors from Walt Disney World and Disneyland will briefly take the stage to announce the EPCOT Sabbatical Track. Afterwards, Mr. Iger will return to the stage and announce the launch of the InnovativeLiving.com and social media handles. At this time, he will also reveal September 1, 2018 as the opening

for Innovative Living applications for the program's premiere recruitment season.

During the show's final 15 minutes, Mickey Mouse and friends will join Mr. Iger onstage. Together, they will introduce the Horizons 2020 smart phone application and review its many innovative features. Finally, Mr. Iger will announce the grand opening of Horizon 2020 exhibitions at 15 of the nation's most visited museums on August 4, 2018.



## COSMOPOLITAN HOTEL

Located in the heart of Center City, the Cosmopolitan Resort Hotel is a 30-story Industrial Style skyscraper luxury resort. Designed in 1966 by George Rester, it hosts 600 hundred spacious rooms whose design and amenities are in keeping with EPCOT's future-forward philosophy. The Cosmopolitan is a valuable entertainment resource for EPCOT's visitors, hosting spas and a lushly-foliaged recreation deck several stories above the ground. It is literal steps away from the diverse shopping, dining and live entertainment in the Town Center Entertainment District.

The hotel also boasts a state-of-the-art Convention Center. Home to thousands of square footage, its innovative facilities will attract major events and conferences that will add value to EPCOT's economy.



# BLAST TACTICS

## INNOVATIVELIVING.COM

InnovativeLiving.com will go live on the worldwide web immediately after the conclusion of the "Horizon 2020" television special at 11pm EST. When it launches, the website will feature detailed information about the Innovative Living program, newsroom, interactive map of EPCOT, virtual tours, urban code of ethics, a Future Families blog, an educational resources page FAQs and chat feature that connects users to a live guest service agent. Beginning September 1, it will also be the sole point of access for Innovative Living applications.

While the website's purpose is more practical than it is promotional, the site will be among the first resources open to the public immediately after Innovative Living's unveiling. Its style and rhetoric should be consistent with the branding elements of the Horizon 2020 campaign. As resident recruitment season begins and progresses, the site's Future Families Blog will post increasingly more interactive content promoted through EPCOT's and Innovative Living's social media handles.

## HORIZON 2020 SMARTPHONE APPLICATION

The Horizon 2020 smart phone application represents the first tangible promotional product of the campaign. It will be available for free download on the iTunes App Store and Google Play for all mobile devices immediately after the 11 pm EST conclusion of the "Horizon 2020" television special. The app serves as the digital hub for all content related to EPCOT and Innovative Living. Informational features of the app include an up-to-the-minute EPCOT newsroom, an archive of informational and historical video footage, articles and documents and a page with basic information, FAQs and contact information for Innovative Living©. When resident recruitment opens in September, the app will provide a checklist feature for filing applicants.

According to Business Insider, 5 of the 10 most used applications in 2017 had social networking functions. Horizon 2020 will strive to be one of 2018's and 2019's most popular applications by launching its own in-app social network called "Cotspot" on August 1st. Cotspot allows users to create a username and avatar to connect to other Horizon 2020 users. The network's newsfeed and discussion board features facilitate the sharing of the latest EPCOT news, application tips and even EPCOT stickers, memes and GIFs. It even allows users to create and disseminate polls. The launch will be promoted though in-app pop up reminders and in "Draw My Future" game.

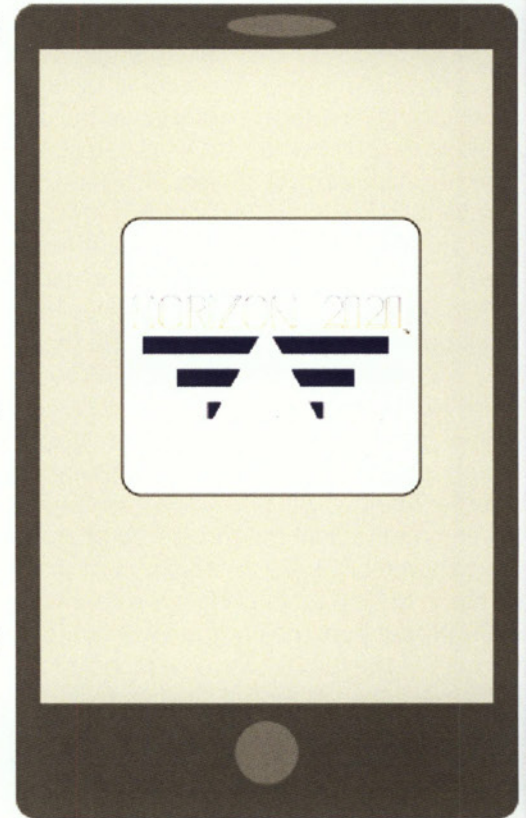
The app even features its own game. In "Draw My Future," guests can use their fingers or stickers to design

their very own buildings of tomorrow. They even have the ability to instantly share their creations on Cotspot. Every week, the Innovative Living account will pick one inspired creation to share across its social media handles.

While this function may not seem intrinsically pertinent to an app whose ultimate function is to promote a residential recruitment program, a January 2018 report by staistia.com shows that game-based applications are categorically the most popular. By featuring an interactive game for which users

can obtain social rewards, the app broadens its appeal and potentially expands the reach of its messaging.

However, the app's most defining feature is "EPCOT 360°." This virtual reality feature allows users to take a virtual journey into one of EPCOT's many environments wherever they are. A walk through one's own house can become a tour of EPCOT's neighborhood homes or a Center City street. By simply looking at one's smartphone screen, a car or bus ride can become a trip along the monorail or WEDway PeopleMover. While "EPCOT 360°" has definite entertainment value, its primary function is to allow potential applicants a detailed vista into the very real world in which they might live. A meter at the bottom of the screen reads the real-world dimensions and geographic coordinates of any virtual room, vehicle or outdoor space. Since those who will comprise EPCOT's first citizenry will not have a chance to tour the property prior to their application, a virtual reality recreation of the city allows them to get a sense of the city's spatial dimensions. Meanwhile, the technology's novelty makes it appealing to a much larger audience.





## INNOVATIVE LIVING SOCIAL MEDIA

Innovative Living's social media accounts across Facebook, Instagram and Twitter will launch directly after the 11 pm EST conclusion of the "Horizon 2020" television special. It's Cotspot handle will launch along with the social media platform on August 1. The primary function of these handles will be share the latest news about Innovative Living and EPCOT, respond to public inquiry, promote and share Innovative Living content and post video tutorials about resident applications during recruitment season. It will also host interactive EPCOT content, including the weekly "Draw My Future" challenge. The Innovative Living handles will cater primarily to the target audiences of the Family Track and Gap Track.

During the campaign's Blast phase, social media handles will regularly post video excerpts from the "Horizon 2020" special, promote the "First Family of the Future" and "Gap" handles, tease the Horizon 2020 museum exhibition and most importantly- remind the public of September 1st opening of resident recruitment season. The handles will serve as a well disguised directory, creatively informing the public how they can engage with the aspects of Innovative Living and Horizon 2020 that are most relevant to them.

Once recruitment season begins until its close in September 2019, Innovative Living's social media will shift its general focus to providing helpful content to those interested in applying for residency. The majority of posts will feature items such as application tutorials and milestone reminders and checklists. Several times a month, live agents will be standing by to post and respond to conversation threads pertaining to questions or comments about Innovative Living. These events will be promoted at least a day ahead of time in order to alert users.

After recruitment season ends, Innovative Living will update the page with news as applicants are accepted into and commit to Innovative Living for 2020. Innovative Living's Facebook page will even offer an attractively designed profile picture filter for people to add signifying that they have finished their application. All pages will run a mini webseries of short 1 to 2-minute videos introducing families and individuals who will be a part of EPCOT's first citizenry. In the month leading up to EPCOT's launch on January 1, 2020, the handles will host a "Countdown to Horizon 2020." Every day, the pages will feature a new short video revealing a never-before seen aspect of the city in its complete form.

An additional function of Innovative Living's handles will execute is the arbiter of the "Draw My Future" weekly competition. Every week from the Cotspot's launch until the campaign's end, page administrators will choose and repost an inspired creation from one talented user of the "Draw My Future" feature of the Horizon 2020 smart phone application. In order to be considered for this honor, users must post their creation to Cotspot with the hashtag "innovativeliving." This feature will appeal to audiences'

increased interest in interactivity and additionally drive the use of Cotspot.

## FIRST FAMILY OF THE FUTURE

EPCOT's First Family of the Future will be the Innovative Living Family Track's first official recruits for the 2020 resident cycle. They will serve as ombudsmen who represent the interest of the Family Track's target audience and make appearances in promotional collateral and for public events. However, unlike most of EPCOT's families, the First Family of the Future will be carefully screened and selected through an intensive audition process. The Family of the Future must represent the kind we wish to attract to the City of Tomorrow- diverse in background, education and interests, but with a commonly held passion for the future. They must be lovable, but not unrealistically polished in order to maintain reliability to the target audience. The ideal family of the future, for our purposes, will consist of a mother, father and 2-3 children (at least one boy and one girl). The racial, ethnic and religious diversity of the family is also regarded as an asset. This family should be selected at least two months prior to the Innovative Living unveiling during the "Horizon 2020" television special.

The First Family of the Future will introduce themselves and innovative Living's Family Track to the public during the "Horizon 2020" television special. First Family-branded social media handles on Facebook, Instagram and Twitter will launch the morning after the simulcast. These platforms will take on a more personal, colloquial tone than Innovative Living branded social media. In fact, the adults in the family will be responsible for writing, filming and photographing the majority of the page's content. All content for the page will look clean, but slightly amateurish in order to add to the appearance of the family's authenticity. In order to maintain an organic feel for the page, the family will not be held to a strict posting schedule. However, their contract will stipulate the regularity and volume of posts they will be expected to deliver.

The overall function of the First Family's social media will be similar to Disney Park's Moms Panel- to serve as an informational and experiential touch point to the Family Track's target market. It will tell the firsthand story of the family's transition from their normal life to innovative living. During Blast, the family will post videos and photographs introducing themselves more intimately to the public. They will also post daily promoting the "First Family of the Future" webseries.

In Firestorm and Fallout, content will include posts about their preparations to move to EPCOT, specific stories about the family members and their personal lives, as well as tutorial videos and tips about how to properly file Innovative Living applications and prepare for the move. The "First Family of the Future" webseries will debut on August 1, 2018. This reality series will chronicle the First Family's life in the year leading up to the big EPCOT move in monthly episodes. It will introduce the public to more



intimate aspects of the family, their lives prior to EPCOT and the reasons behind their desire to participate in the Innovative Living program. The episodes will be about 30 minutes long and will be posted to the Innovative Living and First Family YouTube pages, social media handles and the Future Families blog on InnovativeLiving.com on the first of each month.

# The First Family of the Future™

The family will also post reviews of the Horizon 2020 app, review their visit to Horizon 2020 museum exhibition and generally participate in and cross promote EPCOT related events. The heaviest social media activity will take place in the weeks surrounding the opening of the Innovative Living application, summer 2019, the week leading up to the application deadline in September of 2019 and the months leading up to EPCOT's christening on January 1, 2020.

## GAP SOCIAL MEDIA

Innovative Living's Gap-branded social media handles will launch across Facebook, Instagram, Twitter and Snapchat immediately after the "Horizon" television special's conclusion at 11pm EST. Its Cotspot handle will launch with the social network on August 1st. The Gap handles' messaging and functions will be geared toward the Gap Track's target audience. The overall tone of Gap social media will be conversational, youthful but purposefully optimistic.

During Blast, the handles' function will be promoting Innovative Living's educational partnership and Gap Track recruitment efforts. Daily videos will spotlight EPCOT's 10 university partners and explain how the schools and their students embody the ideals upon which the City of Tomorrow is founded. The handles will also promote the Horizon 2020 Omnibus Tour, kicking off August 1. In the week leading up to the tour, different members of the Omnibus team will host Snapchat and Instagram takeovers hyping the event. All Gap handles will be the first to post the complete Omnibus schedule for the 2018-2019 recruitment season. After the Omnibus initiative launches, Gap branded social media will serve partially as a travelogue of the team's adventures.

When the campaign enters the Firestorm stage, Gap's social media will launch the online recruitment initiative for the Progress City Apprenticeship Program. Young people already employed with TWDC or EPCOT's Corporate Partners will be the faces of this initiative. In 2-3-minute confessional style videos, these young innovators will tell their journey of self-discovery in higher education and extol how the Progress City Apprenticeship Program will prepare students to be a part of innovative, game-changing organizations just as they are. Content will also include résumé checklists, cover letter/ portfolio tutorials and three live web streamed question and answer sessions with some of Innovative Living's Gap Track recruiters during the course of application season.

Once recruitment begins on September 1, Gap social media will post application tutorial videos hosted by members of the Omnibus team. The pages will also selectively feature content created by Gap Track applicants that contain the "gaptrack" hashtag. Content may include everything from helpful tips to "Draw My Future" creations to celebratory selfies at the completion of application.

During Fallout, Gap social media will maintain a regular, active posting schedule. The handles' final major initiative will begin in early May of 2019. "Gap Track Crash Course" will be aimed at outgoing graduates who may not have had the chance to apply for Innovative Living during the school year. Content will focus on application, resume and cover letter preparation before the September 1 deadline. Members of the Innovative Living recruitment team will host the "Final Friday" webcast on the last Friday of each month from May to August, which will answer questions posted in real time across Facebook, Twitter and Cotspot.

## HORIZON 2020 TV SPOT

EPCOT is not a commercial product like on of TWDC's theme parks or films. While tourism and commerce will be a primary component of EPCOT's livelihood, the goal of Horizon 2020 is not to promote Innovative Living for profit, it is to attract the most qualified recruits to crew the city on its maiden voyage and ultimately strive for its benefit. Our promotional strategies seek to reflect EPCOT's participatory philosophy and inspire its users to become actively involved with the city's mission. Thus, paid advertisement will be used only minimally in order not to cheapen EPCOT's conceptual integrity. In fact, the entire campaign for Innovative Living will feature only one paid advertisement.

From July 16 to September 1 of 2018, ABC, NBC and CBS will run a :15 second advertisement called "Horizon 2020," teasing Innovative Living once during their evening newscasts. Airing the commercial on these stations will avoid associating EPCOT with the political affiliations of other major news broadcasters. Additionally, a significant portion of the population still views these newscasts. The advertisement's elegant brevity and



tasteful ambiguity may intrigue parties to seek out the more elaborate web-based promotional content. This commercial will not run after the recruitment season begins on September 1st.

## FUTURECAST

FutureCast refers to the Walt Disney Company's internal initiatives to recruit qualified cast members for the EPCOT Sabbatical Track. It will consist of an online informational network on the Hub, the company's internal Cast Member website, as well as physical information centers located in high workforce volume Walt Disney Company facilities.

The FutureCast network will go live on the Hub at midnight of July 16, 2018, following the "Horizon 2020" television special. All Cast Members will be given automatic access to this network through their Hub ID. FutureCast will serve as an informational hub for the Innovative Living where Cast Members will have access to the company's latest announcements, news releases and articles. Its function and content will not see much change as the campaign progresses.

FutureCast will be the one and only place Cast Members can view EP-CAST. This weekly, 15 to 20-minute program will summarize the latest EPCOT and Innovative Living® related news, including content spotlights from Horizon 2020's external promotional efforts. EP-CAST will post a new episode every Friday beginning July 20. It will be hosted by the Walt Disney World Cast Member ambassadors.

Discussion boards will also be a major feature of the FutureCast network. Here, Cast Members from across the Walt Disney Company can engage in dialog about EPCOT and most importantly, ask questions to Innovative Living's® guest relations representatives. These boards will host regularly posted content such as video application tutorials, checklists and reminders relating specially to the EPCOT Sabbatical Track.

Many Cast Members will enjoy access to FutureCast Connection Centers. These informational resource facilities will be located backstage at Walt Disney World's Magic Kingdom, Disneyland, The Walt Disney Studios in Burbank and Walt Disney Imagineering in Glendale. Here Cast Members can schedule face-to-face meetings with Innovative Living representatives, attain physical copies of the EPCOT Sabbatical Track applications and even attend regular application seminars during recruitment season. FutureCast Connection Centers will also host a computer lab and loan laptops for Cast Members, so they may have the proper technology to file applications.

# FUTURECAST™

# FIRESTORM TACTICS

## COTSPOT

The Horizon 2020 smart phone application's in-app social network, Cospot, will launch on August 1, 2018. This network's primary function will be to facilitate the sharing of EPCOT/Innovative Living content and dialogues.

The Cotspot feature may only be accessed by individuals age 18 and up. A security check question will ask users to confirm their birthdate, however this information will not be made public as a part of the account. In fact, in order to sign up for the account a participant Cotspot asks for only a username and avatar.

In order to ensure the network's safety and anonymity, Cotspot will function differently from most social media. Cotspot will not offer users the option to add personal information like age, birthday, location, relationship status etc. to their account. The only identifiable data will be their username and a non-humanoid avatar. Also, users will not be allowed to share any content not filtered through or generated by the Horizon 2020 app. For instance, users cannot write their own public posts, upload personal photographs or videos to the application.

Cotspot offers two options for user interaction. All accounts' newsfeeds automatically receive content posted by Innovative Living's handle. Users may also choose to follow accounts for EPCOT, Gap, First Family of the Future, Progress City Apprenticeships or Future Families Blog. The "discussion" tab below the post allows users to engage in conversations with both the admins and other users about the post. Users can not view the conversation before activating the "discussions" tab



Users can also connect with other individuals by sending them a "link" request. When a person shares an article or post from an organizational handle, it appears on their links' newsfeed and allows them to engage in a discussion with only the individuals they are linked too. However, this is not a private messaging function, so all comments can be read by any other users who choose to engage with the post. Cotspot does offer people the chance to share stickers and emoticons from the app's image library.



Additionally, users can share their work from the app's "Draw My Future" game. By entering "#innovativeliving" in the discussion section below the post, they enter their art into the Innovative Living handle's contest for the most inspired creation. If selected, their work will be shared across Innovative Living's social media channels.

### FUTURECAST KINGDOM TOUR

FutureCast Kingdom Tour is a popup Cast Member event to promote the EPCOT Sabbatical Track. Between August 2018 and August 1, 2019, this traveling exhibit will appear unannounced at many backstage locations at Disneyland and Walt Disney World's Magic Kingdom. It will feature an enhanced "EPCOT 360°" Virtual Reality experience, displays of artifacts from the EPCOT drawing board and the opportunity to talk one-on-one with Innovative Living representatives. This event will not be promoted on the FutureCast network or social media. It will be a complete surprise for our cast. This exclusive event will help to both generate interest in the EPCOT Sabbatical Track and make Cast Members feel like a valued part of Innovative Living.

### HORIZON 2020: THE DAWN OF TOMORROW

According to the American Alliance of Museums, around 850 million Americans visit museums every year- nearly a third of the entire population. They are regarded as highly credible institutions that add educational and entertainment value to their communities. While museums are often seen as the caring custodians of the past, they also serve as the first touchpoint many have with the world of tomorrow. For these reasons, EPCOT and Innovative Living will partner with five of the nation's most visited, future-forward museums to present "Horizon 2020-The Dawn of Tomorrow."

This innovative exhibit will take its visitors on a journey from America's first attempts at utopias to an immersive simulation of EPCOT as it will appear in January 2020. The journey begins in the "Hall of Utopia." Here, visitors proceed through a traditional museum gallery with photographs and artifacts from many of America's past utopias from John Winthrop's "City on the Hill" to Drop City. After snaking through a variety of exhibits and recreations of model cities of the past, guests reach the end of the long hallway, where a large painting of the "Florida Project Plan" stretches from the floor to the ceiling behind a velvet rope. Two uniformed security guards stand in front of the rope.

Suddenly, Walt Disney walks from off-screen into the picture frame and begins explaining the EPCOT model just as he did in the 1966 "Florida Film." After a brief montage of the city's many functions, he invites the astonished onlookers into the world of the future and the painting swings open to reveal a secret doorway. Out of the dark passage emerges a friendly looking tour

guide who welcomes guests to the City of Tomorrow. The security guards unlatch the velvet rope and usher guests to follow the guide.

Once they enter through the door, visitors find themselves in a comfortable, attractively designed living room. The guide reveals that they are standing in a full-scale recreation of the Home of Tomorrow whose real-life counterparts populate EPCOT's suburban belt. The guests are toured through the home's bedrooms, kitchen, family room and other areas and introduced to some its most exciting technologies.

Next, tourists of tomorrow are led outside the home's front door into an open, neighborhood commons. Parked alongside the pedestrian footpaths, guests see one EPCOT's electric carts. In the distance, they can see EPCOT's Center City enclosed under a massive glass dome. After a short walk across the commons, guests ascend a staircase to an upper platform where the WEDway PeopleMover glides at a slow loading speed. The doors open and the guide invites ushers its passengers inside.

Once the doors close, the guests find themselves inside what is actually a PeopleMover simulator and Enhanced Motion Vehicle. As the train seems to glide along the elevated track, guests look out the window and watch as they glide over pedestrians walking below. They pass through EPCOT's Green Belt and past its schools, parks and sporting arenas. After passing through a dark tunnel, the train emerges under the dome in EPCOT's Center City. The guide points out the city's many features including the Cosmopolitan Hotel, the high-density apartments and the shopping and entertainment district below.

The train then appears to descend into the city's subterranean Transportation Lobby and slows for disembarkation. After this 10-minute journey (in which guests have actually only moved a few meters from the room where they began), the guide ushers guests out on the transportation platform. Digital screens, sound effects and Smellitizers recreate the vastness and busyness of this area. The guide ushers guests into a large elevator.

When the elevator opens, guests find themselves amid a bustling side street of what appears to be a lively commercial area. The guide reveals that they are actually at the end of a 5/8ths scale replica of one of the many long thoroughfares that comprise EPCOT's International Shopping district. The guests' attention is called to the street's exotic architecture buildings. The guide points out the glass dome above their heads and explains the climate control system and the rationale behind it. Guests are then led into one of the many storefronts and dismissed to explore the shop's unique offerings. After about 15-20 minutes, the guide reconvenes guests and leads them to a back corner of the store in front of a painting of what EPCOT will look like in 2020. After a few words of farewell, CEO Robert Iger will enter the



picture frame and proceeds to tell guests about Innovative Living. In closing, he welcomes guest to return to EPCOT when it opens January 1, 2020. The picture again opens bringing guests out into the museum. As they leave, their guide hands them informational billets about EPCOT and Innovative Living.

"Horizon 2020- The Dawn of Tomorrow" will open simultaneously on August 15, 2018 at five of the nation's most visited Science museums:

1. New York's American Museum of Natural Sciences
2. Chicago's Museum of Science and Industry
3. Los Angeles' California Science Center
4. Boston's Museum of Science
5. Houston Museum of Natural Science

These museums ranked in the Themed Entertainment Association's Top 20 most visited museums in the United States in 2017. Each raked in well over a million visitors, drawing a combined total of 12,291,000. The geographic dispersion of these institutions gives the exhibit greater reach to even more of the nation's population. The theming and technology-forward reputation of these five museums makes them ideal settings for "Horizon 2020's" immersive experiences. The exhibits will run for different lengths of time based on TWDC's agreement with each museum.

#### HORIZON 2020 OMNIBUS TOUR

One of the most exciting of the Gap Track's promotional events is the Horizon 2020 Omnibus Tour to hundreds of college campuses across the country. Crewed by a team of some of Innovative Living's youngest, most inspired representatives, the Omnibus will bring a two-day, interactive program introducing students and staff to EPCOT, Innovative Living and the Progress City Apprenticeship Program.

The Omnibus vehicle will represent EPCOT's commitment to transportation of the future. In collaboration with Tesla, one of EPCOT's Corporate Partners, TWDC will design an all-electric bus. Inside the Omnibus, a virtual reality simulator room will give the students the chance to experience tour of EPCOT by way of WEDway PeopleMover. Here a sleekly-designed sitting area, complete with coffee bar, will provide a private, comfortable area where students can come to meet with Innovative Living representatives.

When the Omnibus arrives on campus, it will kick off its two-day program with an evening viewing of a film produced specially for the tour that will introduce student's to the opportunities the Gap Track holds for the. After the film, students will have the chance to meet the Omnibus crew at a reception and schedule consultation appointments the following day. The next day, the Omnibus will host an open house where students can view artifacts from EPCOT's planning and construction, models of the city and the "Tomorrow by WEDway" VR simulator.

Students with scheduled appointments will meet inside the Omnibus throughout the day.

The tour will launch on Friday September 1 at California Institute of the Arts. From there, the Omnibus will travel to universities around the country for the next year and a half until it finally arrives at EPCOT for January 1, 2020. Throughout the trip, the Omnibus' crew will use Gap branded social media handles to share stories and updates about their travels

## FALLOUT TACTICS

#### PROGRESS CITY SATELLITES

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# EVALUATION

Horizon 2020's success at achieving its marketing goal will be evaluated based on the combined analysis of its individual objectives.

## OBJECTIVE 1

Attract at least 500,000 applicants for Innovative Living by September 1, 2019.

Categorical Sub-Objectives:

- A. The Family Track- Attract at least 50 percent of the goal number of applicants (250,000)
- B. The Gap Track- Attract at least 40 percent of the goal number of applicants (200,000)
- C. The EPCOT Sabbatical Track- Attract at least 10 percent of the goal number of applicants (50,000)

Measurable:

This objective will be evaluated by reviewing the number of complete, submitted applications for each Innovative Living track by the end of the 2018-2019 recruitment season. The individual application sums from each track will be added together and compared to the goal number. Simple division will reveal the exact percentages each track constituted.

## OBJECTIVE 2

Foster engagement and interaction with Innovative Living content, attracting at least 25 percent from traditional media-consuming Americans and 40 of social media-using Americans by January 2020.

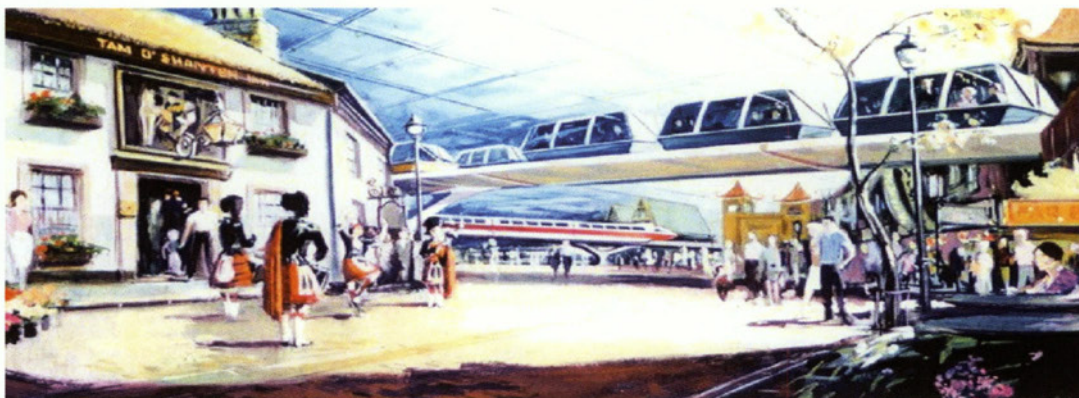
Categorical Sub-Objectives:

- A. The Family Track- Attract at least 47.5% of goal coverage
- B. The Gap Track- Attract at least 47.5% of goal coverage
- C. The EPCOT Sabbatical Track- Attract at least 5% of goal coverage

Measurable:

Horizon 2020's only traditional media tactics included the "Horizon 2020" television special and commercial spot. The marketing team will consult Nielsen ratings in order to determine each tactic's rating points and the demographic breakdown of the audience.

The marketing team will use site analytics to monitor activity and audience demographics across Innovative Living's and its more narrowly targeted sub-initiatives (e.g. "First Family of the Future," Gap and FutureCast). They will additionally track the number of individuals that download the Horizon 2020 smart phone application, and how many of those users are active on Cotspot. The demographic information will be separated and divided by the total coverage in order to achieve the exact percentage each track's target audience comprised. Then, the total coverages of each platform will be divided by national figures from Pew Research for how much of the American public uses each respective social media platform. These percentages will be averaged in order to determine actual percentage of the nation's social media users engaged with EPCOT-related content.



Street view of the International Shopping District's "Scottish Street"



Open-dome view of Center City



# BUDGET

**Flash.....TOTAL: \$30 million**  
 "Horizon 2020" Television Special..... \$30,000,000

**Blast.....TOTAL: \$13.2 million**  
 "InnovativeLiving.com..... \$40,000  
 Horizon 2020 smart phone app..... \$2,000,000  
 Innovative Living© Social Media..... \$333,000 (\$20,000 per month)  
 "First Family of the Future"..... \$8,750,000  
     First Families Salary..... \$500,000  
     "First Family of the Future Reality Show..... \$8,250,000 (\$500,000 per episode)  
 Gap Social Media..... \$333,000 (\$20,000 per month)  
 FutureCast..... \$80,000  
 "Horizon 2020" Television Spot..... \$16,660,000  
     Production..... \$100,000  
     ABC "World News Tonight"..... \$1,800,000(\$120,000 per airing)  
     "NBC Nightly News"..... \$1,800,000(\$120,000 per airing)  
     " CBS Evening News"..... \$1,800,000(\$120,000 per airing)

**Firestorm..... TOTAL \$201 million**  
 Cotspot..... \$300,000  
 FutureCast Kingdom Tour..... \$100,000  
 Horizon 2020- The Dawn of Tomorrow exhibit..... \$180,000,000  
     Development and Production..... \$30,000,000  
     Space rental across the 5 museums..... \$150,000,000 (\$300/sq.ft at 100,000 sq ft./museum)  
     Horizon 2020 Omnibus Tour..... \$2,000,000

**Fallout..... TOTAL: \$2 million**  
 Progress City Outposts..... \$2,000,000  
     Renovation and Resources..... \$100,000 (per school)  
     Personnel..... \$100,000 (per school)

**Total Estimated Budget..... \$246 million**



# MEDIA SCHEDULE

	JULY 2018	AUG 2018	SEPT 2018	OCT 2018	NOV 2018	DEC 2018	JAN 2019	FEB 2019	MAR 2019	APR 2019	MAY 2019	JUNE 2019	JULY 2019	AUG 2019	SEPT 2019	OCT 2019	NOV 2019	DEC 2019
TV Special	15th																	
IL.com	15th	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2020 app	15th	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
IL Soc Med	15th	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
FOF	15th	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Gap Soc Med	15th	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
FutureCast	16th	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
TV Spot	16th	X	1st															
Cotspot		1st	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
FC Tour		1st	X	X	X	X	X	X	X	X	X	X	1st					
Museum Exhibits Omnibus		15th	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
			1st	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
PC Satellites							1st	X	X	X	X	X	X	X	X	X	X	X

KEY:



Flash Phase



Blast Phase



Firestorm Phase



Fallout Phase

Soc Med = Social Media

IL = Innovative Living

FOF = Family of the Future

FC = FutureCast

PC = Progress City

## CONCLUSION

A truly great organization adds to the world something with a purpose that will outlive its maker. When Walt Disney laid out the plans for EPCOT mere months before his own death, he knew his idea was one with a scope that would reach generations to come- that so long as a committed community of dreamers and doers ceaselessly perpetuate the unending relay race into rosy-crested dawn his Experimental Prototype City of Tomorrow would change the face of eternity.

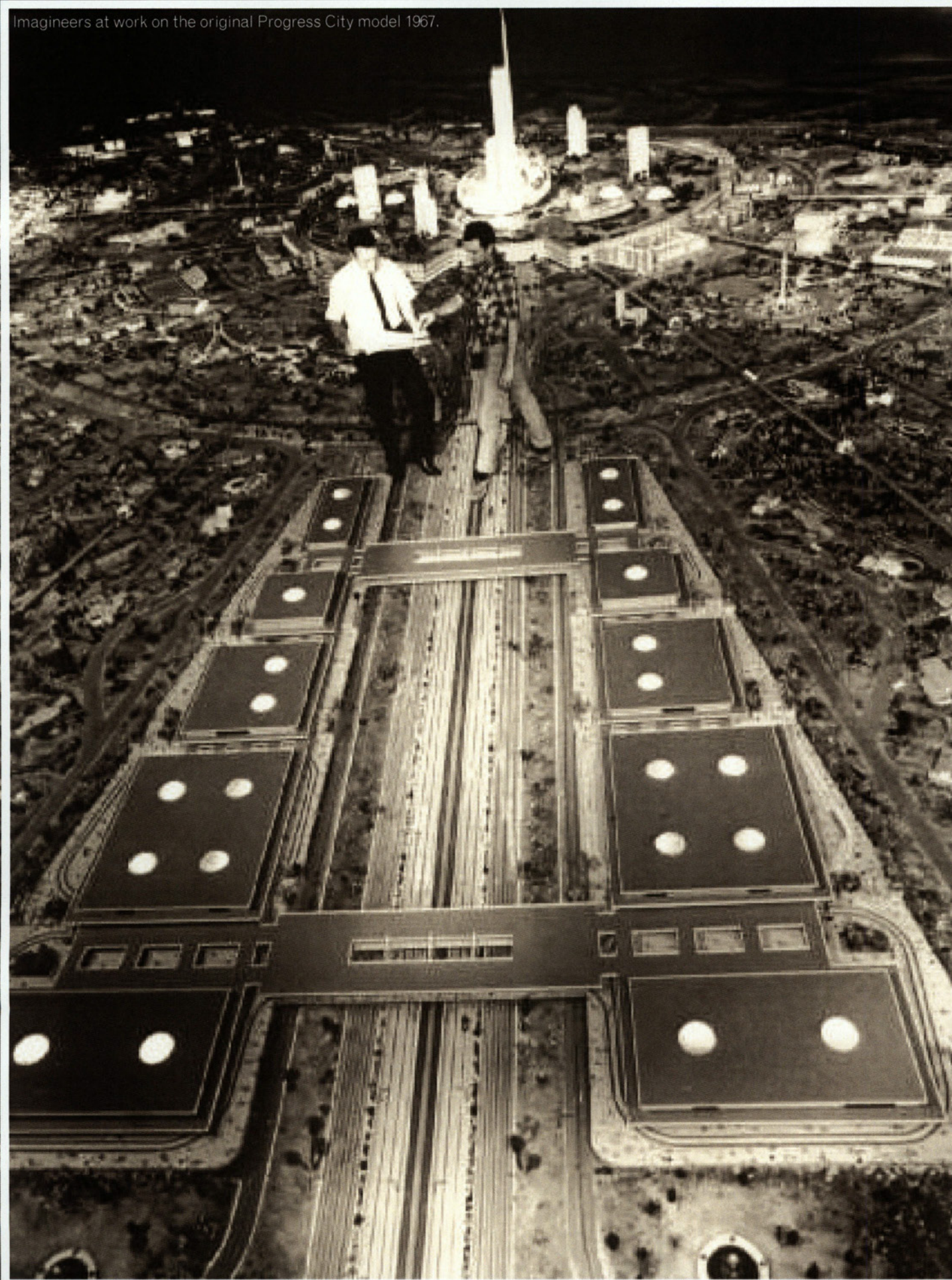
Some have referred to EPCOT as Walt's vision of a perfect world- a gleaming, pristine city at which the rest will marvel in stupefaction. This notion is anathema to his genius. EPCOT was built for people. It is a city whose very foundation relies on humanity's failures as the source for innovation. EPCOT was never intended as the end, but the means through which its inhabitants would help to deliver the world to newer and better tomorrows.

One of Walt Disney's greatest strengths was his value of human talent and ingenuity. His company thrived on the cross-pollination of diverse talents to engender new and exciting ideas and creations. Notoriously temperamental, his mercurial nature was fueled by an evident desire to bring out the best in all whom he touched. EPCOT stands as tribute to this philosophy.

Innovative Living makes good on Walt's value of humanity's many talents and his understanding that the future is not monorails and WEDways, but the people who make them go. Horizon 2020 welcomes the world to participate in the vision, summoning all who truly wish to contribute to humankind's betterment. This campaign will kick start the heartbeat of the future. It will find and fill EPCOT's veins with diverse, talented individuals to power its lofty mission. While history will little remember the inglorious planning and fleeting tactics, it will never forget that humankind's great, big, beautiful tomorrow dawned on Horizon 2020.



Imagineers at work on the original Progress City model 1967.





# APPENDIX I: SURVEY INSTRUMENT

1. Are you a homeowner or lessee (hold a lease)?

- Homeowner
- Lessee
- Neither

2. Identify your gender.

- Male
- Female
- Transgender
- Prefer not to answer

3. Identify your age range.

- Under 21
- 21-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+

4. Identify your race (choose all that apply).

- African-American/Black
- Arab-American
- Asian-American
- Asian-Pacific Islander
- Caucasian/White
- Indian-American
- Latino/Hispanic
- Native American
- Other (Please Specify)
- Prefer not to answer

5. What is your highest level of education?

- Elementary/ Jr. High School
- High School diploma or GED equivalent
- Trade School Certification
- Some College
- Collegiate Undergraduate Degree
- Collegiate Graduate Degree
- Collegiate Doctoral Degree

6. Identify your annual household income?

- Below \$18,000
- \$18,000-\$75,000
- \$75,000-\$153,000
- \$153,000- \$233,000
- \$233,000- \$416,000
- \$416,000- \$470,000
- Above \$470,00
- Prefer Not to Answer

7. What is your marital status?

- Unmarried, single
- Unmarried, single, with dependents

- Unmarried, cohabitating
- Unmarried, cohabitating, with dependents
- Married
- Married, with dependents

8. How many tax paying adults (18 years +) comprise your household?

9. How many dependents (under 18 years) does your household currently claim?

10. What is your occupation?

11. What do you perceive to be your socioeconomic status?

- Poor
- Lower-middle class
- Middle/ working class
- Upper-middle class
- Upper class
- Prefer not to answer

12. If you are a homeowner, what was the approximate cost when it was purchased? If you hold a lease, how much do you pay monthly?

13. Where do you currently reside (DO NOT PROVIDE ADDRESS)?

14. How would you describe the area where you currently live?

- Rural
- Small-town
- Suburban
- New-urban
- Urban

15. How would you describe the area where you were raised?

- Rural
- Small-town
- Suburban
- New-urban
- Urban

16. How would you describe your ideal location?

- Rural
- Small-town
- Suburban
- New-urban
- Urban



## APPENDIX I: SURVEY INSTRUMENT (CONTINUED)

17. Identify the significance of the following environmental factors of a physical community (e.g. city or town) from unimportant to most important.

- Cleanliness/Sanitation
- Safety/ Crime Rate
- Sustainability/ Environmentalty
- Entertainment/Recreation
- Variety of Goods/Services
- Convenience/Navigability
- Economic Opportunity/Jobs
- Education
- Public Works
- Availability of Public Transit
- Aesthetics
- Cost of Living
- Physical Space
- Civic Culture

18. In a few sentences or key words, describe your opinions on contemporary cities. What do you like and dislike?

19. If you listed issues in the previous question, how likely you would be to consider relocating to or near a city when purchasing or leasing your next residence if they were resolved or significantly mitigated?

- Extremely likely
- Moderately likely
- Neither Likely nor unlikely
- Moderately unlikely
- Extremely unlikely

20. How close do you live from a major urban center (100,000 people or more)?

- Less than 10 miles
- 10-59 miles
- 60-109 miles
- 110-159 miles
- 160-209 miles
- 210 miles or more

21. What is your primary mode of transportation?

- Car
- Bicycle
- Public transit (bus, trains, subways)
- Walking
- Other: Please Specify

22. Do you regularly commute to work? If so, estimate how much time you spend in transit back and forth weekly.

- Yes, I spend \_ hours

- No

23. How frequently do you use public transit?

- Daily
- 4-6 times a week
- 2-3 times a week
- Once a week
- Never

24. If you had access to reliable, eco-friendly public transit, would you use personal transportation (e.g. cars, bicycles) more frequently?

- Yes
- Maybe
- No

25. Have you ever invested in advanced home technologies (e.g. smart TVs, internet refrigerators and ovens) for your home?

- Yes
- No

26. In which type of residence would you prefer to live?

- House
- Apartment
- Other (Please Specify)

27. When you purchase or lease a property, how long do you usually intend to live there?

- Less than 1 year
- 1-5 years
- 5-10 years
- 10-15 years
- 15-20 years
- 20-25 years
- More than 25 years

28. Identify the significance of the following factors in purchasing or leasing a home from unimportant to most important.

- Price of the Property-
- Cost of Insurance
- Age of the Property
- Maintenance of the Property
- Size of the Property
- Physical Ppace of the Home (e.g. number bedrooms, kitchen size, etc.)
- Aesthetics/Design
- Location/Climate
- Safety of Neighborhood/ Surrounding Community
- Culture of Community
- Presence of Modern Home Technologies
- Proximity to Job/Economic Opportunities-
- Proximity to Goods/Services



## APPENDIX I: SURVEY INSTRUMENT (CONTINUED)

- Proximity to Entertainment/Recreation
- Sustainability/Alternative Energy (i.e. solar power)
- Efficient Service Provision (e.g. garbage collection, mail)
- Potential market Value/Price

29. What is your overall perception of the Walt Disney Company's brand?

- Positive
- Ambivalent
- Negative
- I am not familiar with the Walt Disney Company

30. List 2 or 3 key traits or ideas you associate with the Walt Disney Company?

31. Are you familiar with Celebration, FL or Golden Oak at Walt Disney World, two of the Disney company's ventures in community building? If so, briefly summarize what you know about them.

- Yes
- No

32. Would you ever consider living in a Disney-planned community? Please explain.

- Yes
- No

33. OPTIONAL: If you have interest in participating in a 30 minute focus group of 4-5 individuals about this subject, please provide your email address below. You will be contacted with further details when they become available.

## APPENDIX II: SURVEY RESULTS

### Top 5 Important Factors of Physical Community

#### By Sex

Men (43%)

- Safety/Crime Rate
- Cleanliness/ Sanitation
- Economic Opportunity/ Jobs
- Cost of Living
- Education Opportunities

Women (56%)

- Safety/ Crime Rate
- Cleanliness/ Sanitation
- Economic Opportunity/ Jobs
- Cost of Living
- Education Opportunities

Transgender (0 %)

(Insufficient data)

Prefer not to answer (.04%)

(Insufficient data)

#### By Age

21- 24 (15.5%)

- Safety/Crime Rate
- Cleanliness/ Sanitation
- Economic Opportunities/ Jobs
- Convenience/ Navigability
- Cost of Living

25-34 (23.5%)

- Safety/Crime Rate

- Cleanliness/ Sanitation
- Economic Opportunity/ Jobs and Cost of Living
- Access to Goods/Services
- Public works

35-44 (28.4%)

- Safety/Crime Rate
- Cleanliness/ Sanitation
- Economic Opportunity/ Jobs
- Cost of Living
- Educational Opportunities

45-54 (18.5%)

- Safety/Crime Rate
- Cleanliness/ Sanitation
- Economic Opportunity/ Jobs
- Cost of Living
- Aesthetics & Space Between Structures

55- 64 (10.5%)

- Safety/Crime Rate
- Cleanliness/ Sanitation
- Cost of Living
- Public Works
- Economic Opportunity/ Jobs

65+ (2.3%)

- Cleanliness/Sanitation
- Safety/Crime Rate
- Education Opportunities & Cost of Living
- Economic Opportunity/ Jobs & Access to Goods/ Service & Public Works



## APPENDIX II: SURVEY RESULTS (CONTINUED)

**By Income**

Below \$18,000 (4.9%)

- Safety/Crime Rate
- Economic Opportunity/ Jobs
- Cost of Living
- Cleanliness/ Sanitation & Education Opportunities
- Public Works & Access to Goods & Services

\$18,000-\$75,000 (37.3%)

- Safety/Crime Rate
- Cleanliness/Sanitation
- Economic Opportunity/ Jobs
- Cost of Living
- Convenience/ Navigability & Sustainability/ Environmentality

\$75,000- \$233,000 (44.2%)

- Safety/Crime Rate
- Cleanliness/Sanitation
- Economic Opportunity/ Jobs
- Cost of Living
- Education Opportunities

\$233,000-\$416,000 (3.3%)

- Safety/ Crime Rate
- Cleanliness/Sanitation
- Sustainability/ Environmentality
- Economic Opportunity/ Jobs, Cost of Living, Aesthetics & Physical Space (between structures)
- Education Opportunities & Public Works

\$416,000- \$470,000 (0.3%)

-(Insufficient data)

\$470,000 + (0.7%)

-(Insufficient data)

Prefer not to say (9%)

- Safety/ Crime Rate
- Cleanliness/Sanitation
- Economic Opportunity/ Jobs
- Education opportunities
- Public Works

**By Reported Socioeconomic Status**

Poor (3.1%)

- Cost of Living
- Safety/ Crime Rate
- Education Opportunities
- Cleanliness/Sanitation
- Public Works

Lower-Middle Class (12.9%)

- Safety/Crime Rate
- Economic Opportunity/ Jobs
- Cleanliness/Sanitation
- Cost of Living
- Education Opportunities

Middle/Working Class (54%)

- Safety/ Crime Rate
- Cleanliness/Sanitation
- Economic Opportunity/ Jobs
- Cost of Living
- Education Opportunities

Upper-Middle Class (28.2%)

- Safety/ Crime Rate
- Cleanliness/Sanitation
- Economic Opportunity/ Jobs
- Cost of Living
- Aesthetics & Educational Opportunities

Upper Class (0.8%)

- Access to Goods & Services, Convenience/ Navigability, Economic Opportunity/ Jobs Education Opportunities, Availability of Public Transit
- Cleanliness/Sanitation, Safety/ Crime Rate, Access to Entertainment/Recreation, Public Works, Aesthetics, Civic Culture
- Sustainability/ Environmentality, Physical Space (between structures)
- Cost of Living

Prefer not to say (0.8%)

- Safety/ Crime Rate, Cleanliness/Sanitation, Aesthetics
- Access to Goods/Services, Economic Opportunity/ Jobs, Public Works, Cost of Living, Physical Space (between structures)
- Sustainability/ Environmentality, Convenience/ Navigability, Education Opportunities, Civic Culture
- Access to Entertainment/Recreation, Availability of Public Transit

**By Marital Status**

Unmarried, Single (30.5%)

- Safety/ Crime Rate
- Cost of Living
- Cleanliness/Safety
- Access to Entertainment/Recreation
- Convenience/ Navigability

Unmarried, Single, With Dependents (3.2%)

- Safety/ Crime Rate



## APPENDIX II: SURVEY RESULTS (CONTINUED)

- Cleanliness/Sanitations
- Sustainability/ Environmentality & Education Opportunities
- Access to Entertainment/Recreation, Access to Goods/Services, Cost of Living, Aesthetics
- Physical Space (between structures)

## Unmarried, Cohabiting (9.8%)

- Economic Opportunity/ Jobs & Cleanliness/ Sanitation
- Cost of Living
- Safety/ Crime Rate
- Access to Goods/Services
- Access to Entertainment/Recreation

## Unmarried, Cohabiting, With Dependents (1.6%)

- Economic Opportunity/ Jobs
- Public Works & Cost of Living
- Crime/Safety, Sustainability, Space Between Structures
- Cleanliness/Sanitation, Convenience/ Navigability, Educational Opportunities, Availability of Public Transit, Aesthetics
- Civic Culture, Access to Goods/Services, Access to Entertainment/Recreation

## Married (28%)

- Safety/ Crime Rate
- Cleanliness/Sanitation
- Cost of Living
- Public Works & Economic Opportunity/ Jobs
- Sustainability/ Environmentality

## Married, With Dependents (27%)

- Safety/ Crime Rate
- Cleanliness/Sanitation
- Education Opportunities
- Economic Opportunity/ Jobs
- Cost of Living

## Top 5 Important Factors of Owning or Leasing a Home

## By Sex

## Men (43%)

- Safety of Neighborhood or Surrounding Community
- Price of Property
- Maintenance of Property & Physical Space of Home (e.g. number of bedrooms, kitchen size, etc.)
- Climate/ Geographic Location
- Aesthetics/ Architectural Design

## Women (56%)

- Safety of Neighborhood or Surrounding Community
- Price of Property
- Maintenance of Property
- Physical Space of Home (e.g. number of bedrooms, kitchen size, etc.)
- Climate/ Geographic Location

## Transgender (0%)

(Insufficient data)

## Prefer Not to Say (.04%)

(Insufficient data)

## By Age

## 21-24 (15.5%)

- Safety of Neighborhood or Surrounding Community
- Maintenance of Property
- Price of Property
- Climate/ Geographic Location
- Proximity to Goods/Services

## 25-34 (23.5%)

- Safety of Neighborhood or Surrounding Community
- Price of Property
- Physical Space of Home (e.g. number of bedrooms, kitchen size, etc.)
- Maintenance of Property
- Efficient Public Services (e.g. garbage collection and mail delivery)

## 35-44 (28.4%)

- Safety of Neighborhood or Surrounding Community
- Price of Property
- Maintenance of Property
- Climate/ Geographic Location
- Aesthetics/ Architectural Design

## 45-54 (18.5%)

- Safety of Neighborhood or Surrounding Community
- Price of Property & Physical Space of Home (e.g. number of bedrooms, kitchen size, etc.)
- Maintenance of Property
- Aesthetics/ Architectural Design and Efficient Public Services (e.g. garbage collection and mail delivery)
- Climate/ Geographic Location

## 55-64 (10.5%)

- Safety of Neighborhood or Surrounding



## APPENDIX II: SURVEY RESULTS (CONTINUED)

## Community

- Price of Property
- Climate/ Geographic Location & Efficient Public Services (e.g. garbage collection and mail delivery)
- Maintenance of Property
- Physical Space of Home (e.g. number of bedrooms, kitchen size, etc.)

65+ (2.3%)

- Safety of Neighborhood or Surrounding Community
- Price of Property
- Climate/ Geographic Location
- Maintenance of Property & Efficient Public Services (e.g. garbage collection and mail delivery)
- Aesthetics/ Architectural Design, Presence of Modern Home Technologies, Proximity to Goods & Services, Sustainability/ Environmentalty (e.g. presence of solar power technologies), Potential Market Value

**By Income**

Below \$18,000 (4.9%)

- Price of Property
- Safety of Neighborhood or Surrounding Community, Maintenance of Property, Climate/ Geographic Location
- Proximity to Goods & Services
- Potential Market Value & Proximity to Job
- Efficient Public Services (e.g. garbage collection and mail delivery)

\$18,000-\$75,000 (37.3%)

- Safety of Neighborhood or Surrounding Community
- Price of Property
- Maintenance of Property
- Physical Space of Home (e.g. number of bedrooms, kitchen size, etc.)
- Climate/ Geographic Location

\$75,000-\$233,000 (44.2%)

- Safety of Neighborhood or Surrounding Community
- Price of Property
- Physical Space of Home (e.g. number of bedrooms, kitchen size, etc.)
- Maintenance of Property
- Efficient Public Services (e.g. garbage collection and mail delivery)

\$233,000-\$416,000 (3.3%)

- Safety of Neighborhood or Surrounding Community & Aesthetics
- Potential Market Value
- Climate/ Geographic Location & Maintenance of Property
- Price of Property & - Physical Space of Home (e.g. number of bedrooms, kitchen size, etc.)
- Presence of Modern Home Technologies, Proximity to Job, Proximity to Goods/Services, Efficient Public Services (e.g. garbage collection and mail delivery)

\$416,000-\$470,000 (0.3%)

(Insufficient data)

\$470,000 + (0.7%)

(Insufficient data)

Prefers not to answer (9%)

- Safety of Neighborhood or Surrounding Community
- Price of Property
- Age of Property
- Size of Property (e.g. square footage, acreage)
- Physical Space of Home (e.g. number of bedrooms, kitchen size, etc.)

**By Marital Status**

Unmarried, Single (30.5%)

- Safety of Neighborhood or Surrounding Community
- Price of Property
- Maintenance of Property
- Climate/ Geographic Location
- Proximity to Goods/ Services

Unmarried, Single, With Dependents (3.1%)

- Safety of Neighborhood or Surrounding Community
- Price of Property
- Physical Space of Home (e.g. number of bedrooms, kitchen size, etc.)
- Maintenance of Property, Climate/ Geographic Location, Technology
- Efficient Public Services (e.g. garbage collection and mail delivery), Proximity to Entertainment, Proximity to Goods /Services

Unmarried, Cohabiting (9.9%)

- Safety of Neighborhood or Surrounding Community
- Price of Property
- Maintenance of Property
- Physical Space of Home (e.g. number of



## APPENDIX II: SURVEY RESULTS (CONTINUED)

- bedrooms, kitchen size, etc.)
- Proximity to Goods/ Services, Public Services

Unmarried, Cohabiting with Dependents (1.6%)  
(Insufficient data)

Married (28%)

- Safety of Neighborhood or Surrounding Community
- Price of Property
- Maintenance of Property & Physical Space of Home (e.g. number of bedrooms, kitchen size, etc.)
- Climate/ Geographic Location
- Presence of Modern Home Technologies

Married with Dependents (27%)

- Safety of Neighborhood or Surrounding Community
- Physical Space of Home (e.g. number of bedrooms, kitchen size, etc.)
- Price of Property
- Maintenance of Property
- Aesthetics/ Architectural Design & Potential Market Value

### By Reported Socioeconomic Status

Poor (3.1%)

- Price of Property
- Maintenance of Property, Climate/ Geographic Location, Safety of Neighborhood or Surrounding Community
- Price of Insurance, Size of Property, Physical Space of Home (e.g. number of bedrooms, kitchen size, etc.), Aesthetics/ Architectural Design, Proximity to Goods and Services
- Modern Home Technologies & Public Services
- Age of Property, Proximity to Jobs, Proximity to Entertainment, Sustainability/ Environmentalty (e.g. presence of solar power technologies), Potential Market Value

Lower-Middle (12.9%)

- Safety of Neighborhood or Surrounding Community
- Price of Property
- Maintenance of Property
- Efficient Public Services (e.g. garbage collection and mail delivery)
- Physical Space of Home (e.g. number of bedrooms, kitchen size, etc.)

Middle/Working (54%)

- Safety of Neighborhood or Surrounding

Community

- Price of Property
- Physical Space of Home (e.g. number of bedrooms, kitchen size, etc.)
- Maintenance of Property
- Efficient Public Services (e.g. garbage collection and mail delivery)

Upper-Middle (28.2%)

- Safety of Neighborhood or Surrounding Community
- Price of Property & Space of Property
- Efficient Public Services (e.g. garbage collection and mail delivery)
- Climate/ Geographic Location
- Aesthetics/ Architectural Design

Upper (0.8%)

(Insufficient data)



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## ART CREDITS

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| 1. Amazon- 17 | 5. Samsung- 17  |
| 2. Apple- 17  | 6. Tesla  |
| 3. Google- 17 | 7. The Walt Disney Company- 1, 2, 5, 8, 11, 12, 17, 18, 23, 27, |
| 4. IBM- 17    | 34, 35, 37  |



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